



UNITED STATES ARMY RECRUITING COMMAND

AD-A205 049

USAREC SR 88 - 1

WHY SUCCESSFUL RECRUITERS DO NOT CONVERT TO RECRUITING MILITARY OCCUPATIONAL SPECIALTY

BY
ANDRES INN
AND
SANDRA C. ADAMS

JULY 1988

DTIC
ELECTE
FEB 06 1989
S D CS

Approved for Public Release;
Distribution Unlimited

Plans and Policy Division
Personnel Directorate
Fort Sheridan, Illinois 60037

89 2 6 093

REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 0704-0188

1a. REPORT SECURITY CLASSIFICATION Unclassified			1b. RESTRICTIVE MARKINGS N/A		
2a. SECURITY CLASSIFICATION AUTHORITY N/A			3. DISTRIBUTION/AVAILABILITY OF REPORT Approved for public release; distribution unlimited.		
2b. DECLASSIFICATION/DOWNGRADING SCHEDULE N/A			5. MONITORING ORGANIZATION REPORT NUMBER(S)		
4. PERFORMING ORGANIZATION REPORT NUMBER(S) Delivery Order 0673			7a. NAME OF MONITORING ORGANIZATION U.S. Army Recruiting Command ATTN: USARCPAE-RS		
6a. NAME OF PERFORMING ORGANIZATION ICS		6b. OFFICE SYMBOL (if applicable)		7b. ADDRESS (City, State, and ZIP Code) Fort Sheridan, IL 60037-6000	
6c. ADDRESS (City, State, and ZIP Code) 1600 S. Eads, #505-S Arlington, VA 22202		8a. NAME OF FUNDING/SPONSORING ORGANIZATION U.S. Recruiting Command		9. PROCUREMENT INSTRUMENT IDENTIFICATION NUMBER Contract DAAL 03-86-D-0001 Delivery Order 0673	
8b. OFFICE SYMBOL (if applicable) USARCPER-PB		8c. ADDRESS (City, State, and ZIP Code) MAJ Robert Sheets U.S. Army Recruiting Command USARCPER-PB Fort Sheridan, IL 60037		10. SOURCE OF FUNDING NUMBERS	
		PROGRAM ELEMENT NO.		PROJECT NO.	TASK NO.
				WORK UNIT ACCESSION NO.	
11. TITLE (Include Security Classification) Why Successful Recruiters Do Not Convert to Recruiting Military Occupational Specialty.					
12. PERSONAL AUTHOR(S) Andres Inn and Sandra Adams					
13a. TYPE OF REPORT Final		13b. TIME COVERED FROM 10/87 TO 7/88		14. DATE OF REPORT (Year, Month, Day) July 1988	
15. PAGE COUNT 103					
16. SUPPLEMENTARY NOTATION					
17. COSATI CODES			18. SUBJECT TERMS (Continue on reverse if necessary and identify by block number)		
FIELD	GROUP	SUB-GROUP	Total Force, Manpower, Recruiting, Survey, OOR MOS, Recruiters. (SDW)		
19. ABSTRACT (Continue on reverse if necessary and identify by block number) This report identifies reasons why successful, detailed recruiters do not convert to the Recruiting (MOS). Focus group interviews with former recruiters were used to identify areas of satisfaction and dissatisfaction. A survey instrument was developed to correspond with the factor identified by the focus group interviews. The survey was distributed and analyses suggest that recruiters do not convert because of the personal and professional sacrifices required by USAREC. Two strategies are recommended for improving conversion rates: (1) Approaching the pool of former detailed recruiters, and (2) Addressing the morale and quality of life issues associated with recruiting. K. W. W. W.					
20. DISTRIBUTION/AVAILABILITY OF ABSTRACT ☒ UNCLASSIFIED/UNLIMITED ☐ SAME AS RPT. ☐ DTIC USERS			21. ABSTRACT SECURITY CLASSIFICATION Unclassified		
22a. NAME OF RESPONSIBLE INDIVIDUAL MAJ Donna Smith			22b. TELEPHONE (Include Area Code) (312) 926-7182		22c. OFFICE SYMBOL USARCPAE-RS

Why Successful Recruiters Do Not Convert to Recruiting Military Occupational Specialty

by

Andres Inn

and

Sandra C. Adams

July 1988

USAREC STUDY REPORT 88-1

Approved for public release; distribution unlimited

under

Contract No. DAAI03-86-D-0001
Delivery Order 0673
Scientific Services Program

For

U.S. Army Recruiting Command
Personnel Directorate
Plans and Policy Division
Fort Sheridan, Illinois

Accession For		
NTIS	CRA&I	☒
DTIC	TAG	☐
Unannounced		☐
Justification		
By		
Date		
A-1		



DISCLAIMER

The views, opinions, and/or findings contained in this report are those of the authors and should not be construed as an official Department of the Army policy or position unless so designated by other documents.

ACKNOWLEDGMENTS

The authors appreciate and acknowledge the cooperation of the officers and staff of USAREC in performing this study. Especially important were the contributions of Mr. Juri Toomepuu, Major Frank Schwartzberg, Major Odell Arrington, Major Robert Sheets, Jr., and Lt. Col. Charles Pomeroy. Mr. Toomepuu wrote the original, detailed statement of tasks. Major Schwartzberg was the original Contracting Office Technical Representative (COTR) who began the project, established the Points of Contact (POCs) at the forts visited, and supervised the sample selection. Major Odell Arrington guided the project through questionnaire distribution, data collection, and analyses. Major Sheets accepted final responsibility for the project and will determine project impact. Lt. Col. Pomeroy provided the overall continuity and direction for the project, which had so many participants.

CONTENTS

TITLE PAGE	i
DISCLAIMER	ii
ACKNOWLEDGMENTS	ii
CONTENTS	iii
LIST OF FIGURES	iv
LIST OF TABLES	iv
EXECUTIVE SUMMARY	1
I. INTRODUCTION	3
II. METHOD	5
A. Focus Group Interviews	5
Background	5
Interview Protocol for Study of OOR Conversions	6
B. Development of Survey Questionnaire	7
Background	7
Content Analysis of Taped Interviews	8
Item Development	13
C. Questionnaire Sample	13
D. Data Analyses	14
III. RESULTS	15
A. Descriptive Analysis	15
The Sample	15
Self-Descriptions	17
General Perceptions about Recruiting Duty	17
Supervision	17
Likes	17
Dislikes	19
USAREC Structure and Programs	19
B. Contrasts Between Respondents Who Reclassified and Those Who Did Not	19
Univariate Comparisons -- reclassified / not reclassified	20
Univariate Comparisons -- not reclassified	24
Discriminant Analysis	29
C. Analysis of Unstructured Questions	31

CONTENTS

(continued)

CONCLUSIONS AND RECOMMENDATIONS	36
A. Conclusions	36
B. Recommendations	37
APPENDIX A -- Questionnaire	A-1
APPENDIX B -- Frequency Counts and Descriptive Statistics	B-1

LIST OF FIGURES

1. Comments illustrative of resentment towards commissioned officers	8
2. Comments illustrative of perceived threats and pressures	9
3. Comments illustrative of dissatisfaction with duty location	10
4. Comments illustrative of dissatisfaction with quality of life	11
5. Comments illustrative of dissatisfaction with micromanagement	12
6. Distribution of respondents by race	16
7. Distribution of the most attractive aspects of recruiting duty	18
8. Distribution of the least attractive aspects of recruiting duty	18
9. Effects of education on conversion	21
10. Conversion and attitudes toward recruiting	22
11. Race and conversion	22
12. Conversion and distance from hometown	23
13. The relationship between awards and conversion	23
14. Comments made to a good friend about an assignment with USAREC ..	32
15. Reasons for not converting to OOR	33
16. Circumstances under which respondents would have converted to OOR ..	34
17. Additional comments	34

LIST OF TABLES

1. Relationship of survey items to conversion	20
2. Reconsidering the conversion decision	24
3. Relationship of survey items to conversion reconsideration	25
4. Summary table of stepwise multiple regression	30

EXECUTIVE SUMMARY

Each year a significant number of successful detailed recruiters leave USAREC rather than convert to the Recruiting (OOR) Military Occupational Specialty (MOS). These detailed recruiters are asked to convert from their primary MOS to the OOR (professional recruiter) MOS prior to the end of their tour in USAREC. However, in fiscal year 1986, only 15 percent of those recruiters eligible to convert to OOR actually converted.

USAREC is concerned by the low conversion rate because attracting and retaining high-quality recruiters is and has been a continuing problem. It is important to have able, qualified, trained and experienced recruiters to satisfy mission requirements. The problem of fielding qualified recruiters is compounded by the fact that the eligible pool of E6s, from which to draw new recruiters, has already been depleted. In recognition of this serious problem, the Army has become more and more involved in attempts to understand and improve the conversion percentage of already qualified recruiters.

This study suggests that recruiters do not convert because of the personal and professional sacrifices required by USAREC. The recruiting force appears demoralized. Recruiters perceive that they are treated more like privates than noncommissioned officers (NCOs). Recruiters suggest that their missions are micromanaged to the extent that there is no longer a correspondence between performance as measured by the Production Management System (PMS) and success in finding and contracting successful applicants. Recruiters also report unrealistic mission requirements and no choice-of-duty stations. Finally, recruiters report serious deficiencies in their quality of life (they report working 16 hours a day, 7 days a week, with no leave, insufficient housing, etc.).

The fundamental conclusion described above should not be viewed as surprising. In fact, there are many sources of evidence which agree with our conclusions:

- Previous surveys. USAREC has commissioned recruiter surveys in the past, our results agree substantially with the 1984 recruiter survey.
- Objective indices of recruiter mental health. The USAREC Personnel Directorate maintains statistics on suicides and attempted suicides among recruiters and their families. Recent increases in suicide and attempted suicide rates may be illustrative of the demoralization cited in this report.
- Low conversion rate. Finally, the impetus for this study, the low conversion rate, can itself be considered an indication of the demoralization problem.

It is important to note that the litany of complaints and the extent of demoralization have an impact on the image of USAREC as well as on the USAREC mission. This impact occurs regardless of the veracity of complaints. Given the level of dissatisfaction with recruiting documented here, it should not be surprising that recruiting is disparaged throughout the NCO corps. On the average, each recruiter reports talking to approximately 100 other NCOs about his recruiting assignment. And over 50 percent of the recruiters

surveyed report speaking negatively about the assignment; 46 percent report discouraging friends from volunteering. It is reasonable to suppose that the effects of such demoralization and negative perceptions discourage qualified and able NCOs from seeking assignments in recruiting and perhaps encourage them to fail during training if selected.

The primary goal of this study was to develop a plan to improve OOR conversion rates. Two strategies are suggested from the analysis of the data collected: (1) approaching the pool of former detailed recruiters; and (2) addressing the morale and quality-of-life issues associated with recruiting.

- **Approaching the pool of former detailed recruiters.** Roughly 40 percent of the survey respondents say that they would, or probably would, now convert. (Many of these would convert only with some influence in determining their recruiting duty station location.) This percentage is considerably greater than the 15 percent who actually convert. To increase the conversion rate slightly, USAREC could successfully exploit the pool of former detailed recruiters.
- **Addressing the morale and quality-of-life issues associated with recruiting.** One obvious long-term, strategy to improve conversion is to address and correct the demoralization problem. At issue is the goal to develop a system which ensures better treatment of recruiters by company and battalion leadership.

One possible solution to the morale problem is to mission battalions for conversions in the same manner that they are missioned for applicants. It may be anticipated that the treatment of NCOs would improve when battalion and company leadership is faced with the requirement to persuade some recruiters to become professionals.

Another possible solution involves review of the "micro-management" complaints voiced by recruiters. Recruiters understand the need for a Production Management System (PMS), but they question the emphasis on PMS versus finding and contracting applicants. There is a concern that there may no longer be a correspondence between PMS measures and recruiting success.

I. INTRODUCTION

USAREC commissioned this study to examine the reasons why successful detailed recruiters are unlikely to convert to the Recruiting (OOR) Military Occupational Specialty (MOS). Because detailed recruiters reflect the "best" the Army has to offer,¹ it is very important to retain these qualified people by improving the conversion rate. However, the majority of recruiters who perform effectively and stay with recruiting for their detailed period do not choose to convert to OOR MOS when offered this conversion opportunity prior to the completion of their tour with USAREC. For example, in fiscal year 1986, of those recruiters eligible to convert, only 15 percent did so. This study not only provides insight into the various reasons behind the detailed recruiters decision not to convert, it also provides recommendations to increase the conversion rate.

The establishment of the all-volunteer Army put strong demands on USAREC to provide the number of qualified enlistments necessary to maintain Army strength. Studies by the Program Analysis and Evaluation Directorate suggest that there are many factors that contribute to fulfilling the Army's manpower requirements. Such factors include the state of the economy, advertising, and enlistment incentives. One factor of major importance in reaching mission requirements, however, is the deployment of trained recruiters. In fact, the number of recruiters in the field has a significantly more cost-effective impact than any other factor in determining the number of qualified applicants processed by the Army.²

Given this positive relation between recruiters and quality enlistments, it is important that USAREC maintain its strength in trained, motivated recruiters. Maintaining strength, however, is increasingly difficult due to the low conversion rates among detailed recruiters. Worse, the attitudes and the morale of recruiters are so low that recruiting duty is likely to

¹ Detailed recruiters are chosen from among the best personnel in the Army and qualify for recruiting duty by meeting strict selection criteria. Soldiers in each career field who meet the selection criteria are nominated to become recruiters. Before the person is detailed, his/her immediate commander verifies that he/she meets the high standards necessary to become a recruiter.

Once detailed, the nominee attends an Army Recruiter Course and, upon successful completion of the course, is then assigned to the field. For the first nine months in the field the recruiter is in the Transitional Training and Evaluation (TTE) Program. The purpose of the TTE is to allow newly assigned recruiters the opportunity to learn to recruit without having to be concerned with their efficiency reports (no efficiency report is completed on a recruiter during the TTE phase of his/her training). TTE is intended to identify personnel who lack the skills and abilities necessary to become effective recruiters without penalizing poor performance.

² Toomepuu, Juri. Costs and Benefits of Quality Soldiers: A Critical Review of the CBO Report, "Quality Soldiers: Costs of Manning the Active Army". USAREC RN 86-1. AD A173223. Fort Sheridan, Illinois: U.S. Army Recruiting Command, September, 1986.

be avoided by qualified and resourceful NCOs. The following sections of this report discuss the low conversion rates and negative morale factors among detailed recruiters and provide recommendations to improve both.

Section II of this report, Method, describes the technical approach used in this study. A detailed discussion of focus group interviews is provided, as these interviews were used to derive the basic information necessary for developing the survey questionnaire. The interviews focused on the conversion decision. Following the focus group interviews is a discussion describing the questionnaire development.

Section III specifies and analyzes the results of this study. The responses in over 700 questionnaires that were returned were analyzed and are discussed in detail. The data analyses focused on such key issues as (1) reasons for converting or not converting to OOR MOS, (2) factors which made a difference in the decision to convert or not to convert, (3) factors which would have positively influenced the decision had the factors been present, and (4) comparisons between those respondents who converted and those who did not. There is a discussion of descriptive analyses, univariate comparisons, discriminant analyses and analysis of the unstructured questions.

The final section of the report presents conclusions and recommendations for improving the OOR MOS conversion rates. Appendices present the survey questionnaire and detail the frequencies and descriptive statistics associated with questionnaire items.

II. METHOD

The methods employed in this study consisted of several tasks: (1) focus group interviews, (2) questionnaire development, and (3) data analysis.

The first task was to conduct focus group interviews. The group interviews were conducted on three Army posts that had relatively large concentrations of former detailed recruiters. The interviews focused on those characteristics of the recruiting assignment that contribute to the decision to convert or not to convert. The group interviews were recorded on tape for subsequent review and content analysis.

The second task was to develop the survey questionnaire. The group interviews were content analyzed to develop a survey questionnaire which addressed the domain of possible factors used by NCOs in deciding whether or not to convert to the recruiting MOS. The surveys were mailed to the approximately 1,400 NCOs who had been detailed to recruiting since July 1986. Eight hundred and twenty-two questionnaires (almost 59 percent) were returned, of which 726 arrived in time to be coded and included for analysis.³

The third task was data analysis. The analyses focused on such key issues as (1) reasons for converting or not converting to the professional recruiter (OOR) MOS, (2) factors which made a difference in the decision to convert or not to convert, (3) factors which would have made a difference in the decision had the factors been present, and (4) comparisons between those respondents who converted and those who did not. The analyses included descriptive statistics, univariate comparisons, discriminant function analysis, as well as the content analysis of unstructured questions.

A. FOCUS GROUP INTERVIEWS

Background

A varied assortment of interviews has been developed in which neither the exact questions the interviewer asks nor the responses the subject is permitted to make are predetermined. Such interviews take various forms and go under various names, such as the "focused" interview, the "clinical" interview, the "depth" interview, or the "nondirective" interview. They are commonly used for a more intensive study of perceptions, attitudes, motivations, etc., than a standardized interview permits. This type of interview is inherently more flexible and requires more skill on the part of the interviewer than do the standardized interviews.

The flexibility of the unstructured or partially structured interview, if properly used, helps to bring out the affective and value-laden aspects of the subject's responses and to

³Questionnaires are still arriving at the rate of approximately 2 to 3 per week.

determine the personal significance of his/her attitudes. Not only does it permit the subject's definition of the interviewing situation to receive full and detailed expression; it also elicits the personal and social context of beliefs and feelings. This type of interview achieves its purposes to the extent that the subject's responses are spontaneous rather than forced, are highly specific and concrete rather than diffuse and general, and are self-revealing and personal rather than superficial.

The main function of the interviewer in the focus group interview is to focus attention upon a given experience and its effects. The interviewer knows in advance what topics, or what aspects of a question, he wishes to cover. He develops a list of topics to be covered from his analysis of the problem. This list constitutes a framework of topics to be covered; but, the manner in which questions are asked and their timing are left to the interviewer's discretion. He has the freedom to explore reasons and motives, and to probe further in directions that were unanticipated. Although the respondent is free to express completely his own line of thought, the direction of the interview, the sequence of topics discussed, and the emphasis placed on each topic will vary according to the priorities of the sample.

The persons interviewed in this study were known to have been involved in a **particular situation**: they all had been detailed as recruiters. Through **Content or Situational Analysis**, it was possible to arrive at a set of hypotheses concerning the consequences of this assignment. On the basis of this analysis, an **interview guide** was developed that identified the major areas of inquiry and a number of hypotheses regarding the conversion decision. The interviews focused on the subjective experiences of NCOs detailed to recruiting and were directed toward ascertaining their **definitions of the situation**. The array of reported responses to recruiting helped test hypotheses and, to the extent that responses were unanticipated, gave rise to fresh hypotheses for more systematic and rigorous investigation.

Interview Protocol for the Study of OOR Conversion

1. Focus groups included soldiers detailed to the OOR MOS who converted to the OOR MOS as well as soldiers detailed to the OOR MOS who did not convert.
2. Soldiers were asked to sign in upon arrival at the group interview room. The sign-in sheet included the following paragraph acknowledging informed consent to tape record the interview sessions:

USAREC has commissioned a study to examine the reasons why soldiers successfully detailed to recruiting are unlikely to convert to the OOR MOS. This group interview will focus on those characteristics of the recruiting assignment that contribute to decisions to convert or not convert. The group discussion will be used to formulate a questionnaire survey for distribution to all recently detailed recruiters. I understand that the group interview is being recorded for accuracy, and that no one in the Army will have access to the interview contents.

3. The interviews began with an explanation of how the assembled group represented a sample of Subject Matter Experts (SMEs) who understood the nature of the recruiting

assignment. The group task was defined as the development of a detailed list of factors that contribute to making a decision about whether to convert to professional recruiter or not. For this purpose, the assembled groups included recruiters who converted to OOR and former recruiters who had not converted. While it was expected that each soldier would include personal observations of the recruiting assignment, the broader purpose was defined as the identification of all the important factors that contribute to a conversion decision.

4. The interview began with the request for the group to identify those factors that they enjoyed about their recruiting assignment. It was anticipated that each positive factor identified would promote discussion by recruiters who did regard the factor as positive.

The course of the discussion was traced on a blackboard, wipe-board, or flip-charts as available. The discussion was led to include **organizational factors** (e.g., compensation, missioning pressures, promotion potential, etc.), **personal factors** (e.g., family pressures, financial difficulties, etc.), and **environmental factors** (e.g., station location, transportation, working hours, etc.).

Interviews were conducted at Fort Bragg, North Carolina, on November 10, 1987, where a total of 21 subjects were interviewed in two focus group interview sessions. On November 13, 1987, at Fort Knox, Kentucky, a total of 19 subjects were interviewed. And at Fort Gordon, Georgia, on November 18, 1987, 19 subjects participated in the focus group interviews. At each interview location, the interview protocol detailed above was followed.⁴

B. DEVELOPMENT OF SURVEY QUESTIONNAIRE

Background

A high level of craftsmanship in questionnaire design was fundamental to this survey. The overall objectives to which design craftsmanship was expected to contribute were:

- (1) Respondent motivation to complete the instrument, thus ensuring a high completion rate. Motivation is increased through formatting, use of space, item placement, and general appearance of the questionnaire.
- (2) Increased reliability of the data -- that is, consistency of response.
- (3) Increased validity -- that is, do the questions really measure what they are supposed to measure?

The first step in the design of the questionnaire was to analyze the taped interviews.

⁴ In group sessions, a point of diminishing return or redundancy is usually reached quite soon. Consequently, only six sessions, two at each of the three Army Posts, were conducted.

Content Analysis of Taped Interviews

The development of an adequate questionnaire instrument required analysis of the original inputs found on the tapes of the focus group interview sessions. When these tapes were transcribed and reviewed, the interviews revealed several areas that required further, more detailed analysis. These areas included:

- Resentment toward commissioned officers.
- Threats/pressures of the job.
- Duty location.
- Quality of life.
- Micromanagement.
- Ideal time in course of career to be a recruiter.
- Recruiters denied conversion opportunities.

Resentment Toward Commissioned Officers. Resentment toward officers was expressed in terms of USAREC politics. Company commanders without recruiting experience were not expected to understand the difficulties of the business. A recurring opinion was that company and battalion commanders should be on production to see what recruiting is all about. Figure 1 presents illustrative comments from the focus group interviews in this regard.

Figure 1. Comments illustrative of resentment towards commissioned officers

Edited Quotations Focus Group Interviews
Eliminate the officers and put an enlisted man in charge.
You've got senior E7 and E8s who could be used as area commanders; somebody with field experience who knows what the recruiters have to go through.
Too much politics, too high up.
No one cares about recruiters as people, they only want numbers.
The company commanders and battalion commanders should be on production to see what it is like.

Threats/Pressures of the Job. Another concern raised frequently during the interviews was that recruiters were frequently threatened and pressured with mission requirements. Many indicated being told that if they did not make their mission, they would be subject to severe, disciplinary action, including Article Fifteens. Overwhelmingly, the interviewees' proposed cure for job stress was to de-emphasize mission box. Many recruiters indicated that a decreased emphasis on mission box would be sufficient to keep successful recruiters in recruiting. (Figure 2 presents comments which illustrate the perceived threats and pressures of the job.)

Figure 2. Comments illustrative of perceived threats and pressures

Edited Quotations Focus Group Interviews
I made a comment one time just jokingly, I told my company commander just f--- it I am going to kill myself. He said wait a minute, make mission first. That is all they want to hear, make mission first. Before you kill yourself you had better have someone going up to the floor.
When recruiters leave recruiting, they should be given a good physical exam, a complete physical exam. It should include a mental examination also to let them know if they still have all their marbles. I know I was missing some after all the pressures of recruiting duty.
I finally came to recognize that I was under a lot of stress when I realized that every day I would finish my job, jump into my car, and drive home at 80 mph. Of course, it required a professional psychologist to help me recognize this and to help me deal with it. I had to learn to leave the job behind and drive home at a relaxed rate. Now as each mile passes I breathe easier and easier.
No matter how successful a recruiter is, the perception given by command is that they always want one more body. It is always 'gimme,' 'gimme,' 'gimme.'
I had a kid that I had recruited who died. Command wanted a death certificate. The next day I had to get out there and get another body to replace the dead kid so that the numbers would look good. If USAREC were a civilian company, 85 percent of the employees would quit within the first two years.

Duty Location. Lack of choice in assignment location and a disregard of recruiter characteristics in assignments were frequently voiced complaints. Recruiters regarded a choice of geographical region for assignments as very important. Also important was the potential to work in their hometown where they could be more easily integrated into the community. Interviewees agreed that it takes from six months to a year to become established in a new location. Locating recruiters in a familiar (hometown) area would reduce the amount of time necessary for establishing themselves. Likewise, locating recruiters in a familiar environment would also function to provide greater support for the recruiter's family.

Recruiters also frequently mentioned the six-year rule. Many recruiters expressed the sentiment that the six-year rule should not apply to recruiting because the most important consideration should be familiarity with the recruiting territory. (Comments which illustrate recruiter sentiments in these areas are presented in figure 3.)

Quality of Life. Poor quality of life was another frequently expressed comment. Illustrative of this was the consensus that a recruiter has no time for the family; that he/she works 16 hour days, 7 days a week; and that he/she is never allowed to take more than two week's leave at one time. Lack of leave figured prominently in the discussions, and many of the recruiters suggested ways to accumulate leave time by relaxing the missioning rules or allowing recruiters to bank extra recruits and use them during their leave to meet mission requirements. Another frequently expressed suggestion regarding mission was to change from a monthly mission to a quarterly or yearly mission. This change, it was suggested, would allow recruiters to budget their time and schedule time to spend with their families.

Figure 3. Comments illustrative of dissatisfaction with duty location

Edited Quotations Focus Group Interviews
A big problem is putting white recruiters in black neighborhoods or vice versa.
It is important to look at the marriage racial background also. My wife is Vietnamese; she has been around the military all her life. When I was assigned to recruiting, she was treated like dirt by the community. Ho Chi Min looked good in comparison.
I knew a recruiter in North Carolina. He had been there for some time. He had built a good reputation and respect to the point that he could go into any high school, at any time; people would send people to him; he had no problems making his quota. Then, because of the six-year rule, he was going to be made to move. He retired instead. I have no doubt many recruiters have been lost in the same way.
If they would guarantee me the area I want I would go back within 30 days.

Another problem area related to quality of life and time with family was referred to as "Dirty Christmas." Recruiters complained of the requirement to telephone prospects during the Christmas holidays because it is considered a good time to catch the prospect at home. However, the consensus among recruiters was that this practice hurts the Army's reputation with prospects. The supposed benefits of Army life are contradicted by the example of recruiters having to work during the one holiday everyone traditionally expects to enjoy. Other common concerns were the lack of time for self improvement and the lack educational opportunities.

Compounding the poor quality-of-life issue was the lack of financial support. Many recruiters thought that USAREC should arrange adequate housing for them. Access to base facilities also makes a difference, and the fact recruiters cannot live on a base and do not have access to such base facilities as the PX and base hospital caused many recruiters to experience financial strain. These quality-of-life issues were seen as reasons for not converting (see figure 4).

Micromanagement. Recruiters overwhelmingly objected to USAREC's micromanagement. Too much paperwork and the requirement to make a specific number of telephone calls each day were complaints expressed by almost all participants. The consensus was that every recruiter is an individual and has his or her own formula for success; the stringent requirements

Figure 4. Comments illustrative of dissatisfaction with quality of life

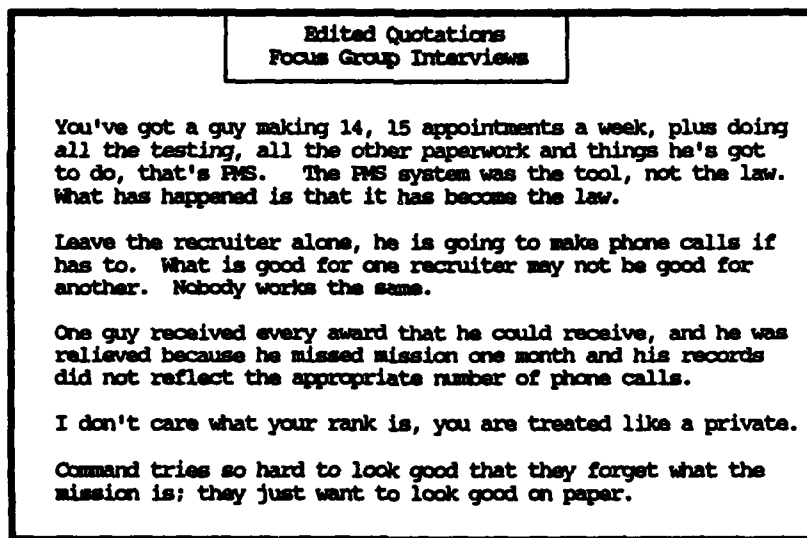
Edited Quotations Focus Group Interviews
Quality of life was going home to see your family on Sunday, if you were lucky.
On recruiting, if your family is taken care of and happy, the recruiter will produce better.
Go back to the old system where the recruiter can bank extra recruits and save them to use in the month in which he wants to take leave.
You're selling educational benefits, but you can't use them yourself.
You throw a normal family into an abnormal situation.
My son was in poor health, and I was totally dependent on civilian doctors; this drained me financially.
Working wives are a help, but why should our wives be forced to work when no other military wives are forced to work?
Have the military contract a house for the recruiter so that he can afford to live in the civilian community. The VA has hundreds of repossessed homes, all over the country; USAREC should buy these homes and provide them to the recruiters.

requirements hinder many recruiters from doing their primary job -- i.e., finding eligible recruits. Many of those who participated in the interview sessions expressed the feeling that the JOIN computer system was a total waste of money and that nobody used it. Interviewees also indicated a lot of paperwork is falsified just to reduce pressure.

Commonly expressed was the view that the recruiter is treated like a private. It was a common complaint that recruiters who never in their careers had a problem making mission box but who had not put anybody in the Army in the first two weeks of the current month, were sent to "training" at night after working 12 to 14-hour days. The "training" consisted of abuse and harassment from the command. It was also a common complaint that otherwise professional, exceptional NCOs were put on probation and constantly threatened with relief action, reassignment and mandatory work hours all for the sake of mission. (See comments of interviewees in this regard in figure 5.)

Ideal Time in Course of Career to Be a Recruiter. Analysis of the taped interviews indicated that the interviewees thought the ideal time in an enlisted person's career to be detailed to recruiting was from 8 to 10 years into one's career. Analysis further indicated that an E5 should not be detailed to recruiting because of the stress and pressure, unless he/she was promotable at the time of being detailed. But also expressed was the opinion that an E5 should be taken if he/she volunteered because then he/she was more likely to convert to OOR MOS. The majority of interviewees expressed the opinion that the only reason anyone would convert to OOR would be to improve promotion possibilities.

Figure 5. Comments illustrative of dissatisfaction with micromanagement



Recruiters Denied Conversion Opportunities. Several of the recruiters who participated in the focus group interviews commented on the fact that they were forced to leave recruiting even though they had been making mission and wanted to convert. During the morning session at Fort Gordon alone, two of the nine interviewees indicated this problem.

Item Development

Subsequent to the content analysis described above, questionnaire items were devised to address those areas which were of greatest concern to the members of the focus group panels. The general philosophy used in developing the questionnaires was to sample a broad range of possible indicators and criteria that might reflect on the decision to convert or not to convert to the professional recruiter MOS. Therefore, the questionnaires were developed to contain large numbers of items dealing with many different aspects of the situation, including personal perceptions of recruiting duty. USAREC staff provided additional subject areas and items of interest for inclusion. The major content areas in the survey questionnaire included:

- Attitudes toward commissioned officers.
- Threats/pressures of the job.
- Quality of life.
- Micromanagement.
- Recruiting success.

To the extent possible, each major area assessed in the survey was measured by several items designed to tap that dimension, rather than a single item. By using multiple items to assess a single dimension, scales could be developed from two or more individual items, and items that were not very useful could be eliminated. Scales composed of several items are generally more reliable than individual items.

Demographic data were also collected by a fill-in-the-blank or multiple choice format. Such data included gender, age, duty station, race, education, marital status, pay grade, time in grade and time in assignment, and awards received.

The last section of the questionnaire included several open-ended items: some requested respondents to note how they would describe USAREC to friends and to newly detailed recruiters; others requested respondents to note why they left recruiting and what would have made them stay. Finally, additional comments were invited at the end of the questionnaire. A copy of the final questionnaire instrument appears in Appendix A.

C. QUESTIONNAIRE SAMPLE

All recruiters that had been detailed to recruiting since July 1986 and were considered successful by virtue of the fact that they remained with USAREC constituted the target population. Surveys were mailed to all of these approximately 1,400 NCOs on February 16, 1987. The survey, cover sheet, and cover letter are presented in Appendix A. Returns were

collected until April 15, 1987 by which time 726 (52%) arrived in time to be coded and included for analysis.

D. DATA ANALYSES

Data analyses include content analysis of open-ended items, descriptive statistics, as well as univariate and multivariate statistical tests. These analyses are discussed in greater detail in the Results section, which follows.

III. RESULTS

The returned questionnaires were coded and entered into a database of responses. Seven hundred and twenty-six questionnaires were received and entered before the cutoff date for inclusion into the study.

A. DESCRIPTIVE ANALYSIS

The descriptive analysis fulfills three goals: (1) to provide a fundamental understanding of the sample of recruiters that responded to the survey, (2) to address the generalizability of the sample data to the population of detailed recruiters, (3) to provide summary results that are of immediate interest to those concerned with the problem of recruiter retention, and (4) to lay the groundwork for more advanced and sophisticated discriminant analysis. The basic descriptive analyses begin with a set of frequency distributions on the demographic variables collected. These frequency distributions are also useful in their own right in that they provide a generalized overview of the shape of the findings.

The Sample

Two hundred fifty-seven completed forms were returned by individuals who indicated they had reclassified to the OOR MOS; 469 of the respondents indicated they had not reclassified.

Appendix B presents general statistics and counts which describe various biographical and demographic characteristics of the sample. Of the 720 recruiters who identified their gender, six hundred ninety-four were identified as male and 26 were identified as female⁵. Of those respondents who identified their ethnic group or race, 513 were white, 175 were black, 13 were native American and 16 were Asian. (Figure 6 presents the distribution of respondents by race.) Fifty-seven respondents were of Hispanic origin. The mean age of survey respondents was 33.5 years with a standard deviation of 3.7 years.

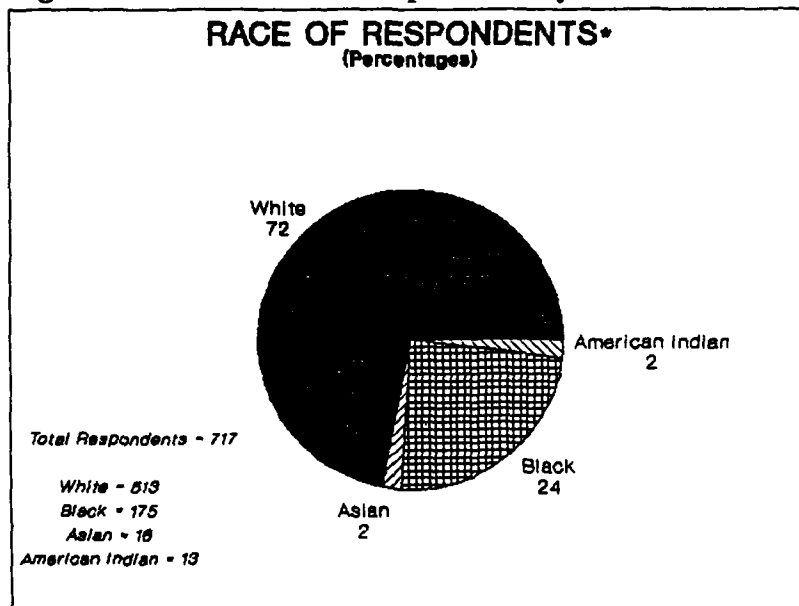
Most respondents were married. The marital status of most respondents did not change between the time they were first detailed to USAREC and the time they were surveyed. The mean age for first marriage was almost 22 years. The average respondent had two children with the oldest child averaging 10 years of age.

Ninety-one percent of the respondents had a high school diploma or GED. Approximately one-quarter had completed some college courses. The mean length of service for respondents was 15.7 years (sd = 3.7 years).

⁵Subsample Ns do not always total to 726 because some respondents did not identify personal characteristics.

Almost three-quarters of the respondents were pay grade E6 when first detailed to recruiting. Most of the remainder were pay grade E5. Fifty-three percent of the respondents were E7s when they completed the survey, 39 percent were E6s, and 20 percent were E8s. Fifty-five percent of the survey respondents held the primary duty position of Recruiter (RA), while and 32 percent held the Station Commander (On-Production) position.

Figure 6. Distribution of respondents by race



Although the average respondent resided 14 miles from his or her place of duty, the average distance to the nearest full-service military installation (PX, commissary, etc.) was over 100 miles.

To judge generalizability, these descriptive sample statistics would be compared with the population parameters. The range of descriptive measures available for the sample were not available, however, for the population,. In addition, variance figures were unavailable for the population. Consequently, significance tests were not made to study the correspondence between the sample and the population. With respect to descriptive measures, it may be useful to note that the entire population average age is reported to be 32, the average length of service is reported as 11 years, the modal rank is SSG, and 38% of the recruiting force is reported to have had some college. With regard to these measures, the sample appears to be somewhat younger, and with a greater length of service than the population of recruiters. Whether or not the sample was representative of those recruiters detailed after July 1986 cannot be ascertained as data were unavailable for this group. It is important to note, however, that with over 50% of the population responding to the survey, the results reported here *are meaningful to over half of the recently detailed recruiters.*

Self-Descriptions

Most respondents described themselves as hating to give up before they were absolutely licked, feeling that they were (self) driven to work harder than they should, and saw themselves as more involved in their work than most other people.

General Perceptions about Recruiting Duty

When asked how positive they were about recruiting duty in discussions with friends or neighbors, two-thirds of the total sample stated that they were negative or very negative. Only 17 percent of the respondents in the total sample said they were very positive. Almost one-half of the respondents said they would discourage a friend from volunteering for an assignment with USAREC; one-third would encourage a friend.

When asked whether they would convert to the OOR MOS if they had the option to do it all over again, 37 percent of the respondents in the total sample said definitely not, 21 percent said probably not, 25 percent said probably, and only 15 percent said they definitely would. When asked what would have been the greatest incentive for them to remain on recruiting status through another tour, one-third of all the respondents said nothing they could think of would have provided such an incentive.

Supervision

Fully three-quarters of all the respondents stated that USAREC provided too much or much too much supervision. Conversely, one-quarter of the respondents felt that the most attractive aspect of recruiting duty was the exercise of independent thought and judgement. Almost 40 percent of the respondents felt that pressure to make mission was the major cause of improper recruiting practices.

Most respondents felt that company and battalion leadership did not do much to ensure maintenance of quality of life and that leadership at these levels could not be relied upon when things got tough at work.

Likes

The aspect of recruiting duty identified as the most attractive by almost one-third of the respondents was Special Duty Assignment Proficiency Pay (SDAP). (Figure 7 presents the distribution of what the respondents found to be the most attractive aspects of recruiting duty.) On average, the respondents felt that their USAREC assignment had a positive effect on their self-confidence, pride in self, independence, and self-discipline. Not surprisingly, respondents felt that USAREC provided better opportunities to develop community ties.

Figure 7. Distribution of the most attractive aspects of recruiting duty

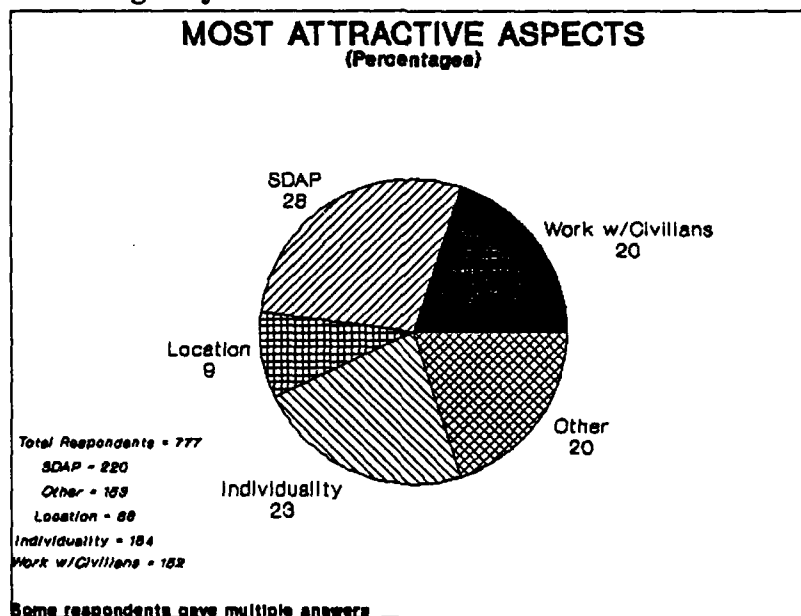
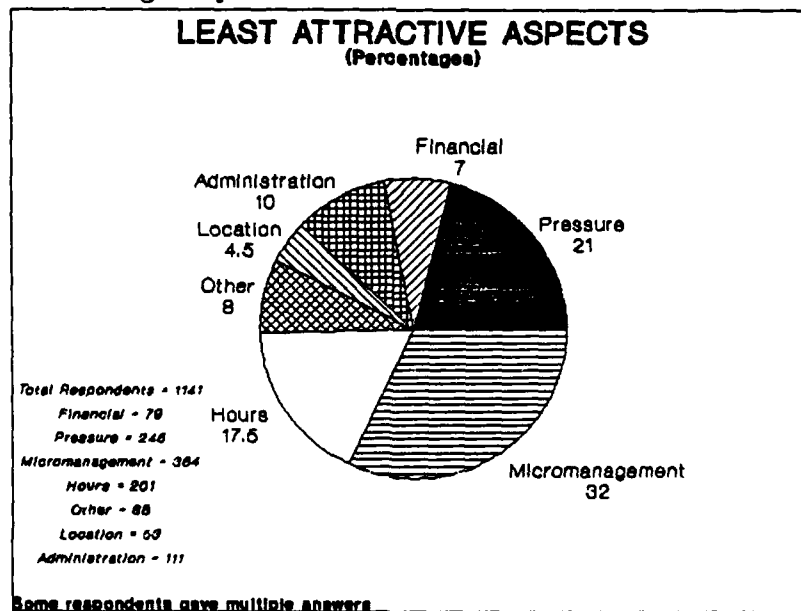


Figure 8. Distribution of the Least Attractive Aspects of Recruiting Duty



Dislikes

The negative aspect of recruiting duty singled out by one-half of all survey respondents was micromanagement by USAREC. Another one-third of the respondents identified the pressure of recruiting as their greatest dislike. (Figure 8 presents the distribution of those aspects of recruiting the respondents found to be the least attractive.) Eighty percent of the survey respondents felt that NCOs are treated like privates while detailed to USAREC. Three-quarters felt that the working hours in recruiting were too long. Two-thirds of the respondents felt that USAREC failed to give credit for past successful mission months, that officers don't understand recruiters' problems, and that USAREC duty prevented going to school, training, or college. On the average, respondents felt that recruiting duty had slight negative effects on their relationships with their spouses and children.

USAREC Structure and Programs

A definite majority of respondents disagreed with the statement that required paperwork contributed to making the mission box. Similarly, most respondents disagreed with statements that greater than authorized station strength or USAREC management systems (i.e., PMS) helped to make the mission. Most respondents disagreed with the statement that the market was sufficient to make mission box.

Of USAREC programs and requirements, most respondents expressed positive feelings regarding "Your Own Initiative," LRLs, 200 cards, JOIN, and Total Army Involvement in Recruiting (TAIR). The majority of recruiters also felt that the USAR Scholar/Athlete Program, Sourcebook, REACT, and the Special Advertising Material (SAM) Kit were mediocre to useless.

B. CONTRASTS BETWEEN RESPONDENTS WHO RECLASSIFIED AND THOSE WHO DID NOT

As described above, two groups of NCOs can be identified in the survey: those who reclassified as professional recruiters, and those who did not. Two hundred fifty-seven individuals in the sample had reclassified to the OOR MOS; 469 of the respondents had not. Data from these two groups were compared in an effort to identify systematic characteristics or differences in perceptions which might coincide with the reclassification decision. These analyses took two forms. First, a series of univariate comparisons were used to examine differences in responses for each of the survey items. Comparisons were made by testing the significance of correlations of scaled survey items with the convert-not convert decision. For items with nonordered categorical responses (e.g., marital status), chi-square statistics were calculated and used to examine the response patterns. The second analytic approach consisted of a discriminant analysis through multiple regression. This analysis was conducted to identify that subset of survey variables which most efficiently discriminated between the individuals who had reclassified and those who had not.

Univariate comparisons -- Reclassified/Not Reclassified

Table 1 presents descriptive statistics (means and standard deviations) for those survey items which correlate significantly with conversion to the professional recruiter MOS. The first column of table 1 presents the item numbers for reference with the questionnaire in Appendix A. The second column presents abbreviated variable names that summarize item content. The Cases column presents the sample sizes used in computing the means and standard deviations. The final column presents the correlations of each item with a dichotomous variable indicating whether the subject did convert (value = 1) or did not convert (value = 0) to OOR.

Table 1. Relationship of survey items to conversion

Item Variable No.	Cases	Mean	Std Dev	Corr. with Conversion
9. Pay grade when detailed ⁶	722	0.8629	0.5206	0.0992*
11. Enlistment bonus	718	0.2047	0.4038	0.0973*
32.a. Development of job skills	719	0.4854	1.1476	0.1091*
34. Encourage/discourage others	708	0.8206	0.7038	0.0998*
39.c. Parking fees for govt. vehicle	726	0.1088	0.3116	0.1118*
40.d. Quality of life/other people	704	0.8082	1.0807	0.0884*
46.g. Recruiting helps career	716	0.7905	1.4312	0.0927*
46.k. Mileage restrictions OK	708	0.5678	1.3817	0.0929*
46.l. Emphasis on improper recruiting	717	0.6053	1.3241	0.1052*
47.l. Prospect data record	696	0.1638	0.8147	0.1090*
48.g. I'm not nonchalant	716	0.1522	1.2718	0.1001*
49. Would convert again	708	0.8121	1.1042	0.0966*

1-tailed signif: * - 0.01

-
- ⁶ Item 9 (E4 coded as 4; E5=5; E6=6; E7=7; E8=8)
Item 11 (Yes coded as 1; No=0)
Item 32. (Strong Positive Effect coded as 5; Strong Negative Effect=1)
Item 34. (Encourage coded as 1; Discourage=-1)
Item 39.c. (Parking fees coded as 1 if checked, 0 otherwise)
Item 40.d. (Very Much coded as 4; Not at all=1; No such people=missing)
Item 46.g. (Strongly Agree coded as 5; Strongly disagree=1)
Item 46.k. (Strongly Agree coded as 5; Strongly disagree=1)
Item 47.l. (Positive coded as 2; Negative coded as -1)
Item 48.g. (Very true coded as 7; Not true at all=1)
Item 49 (Definitely YES coded as 4; Definitely NOT=1)

As might have been anticipated, conversion appears related to general satisfaction with the recruiting assignment and recruiting procedures. Recruiters who regarded recruiting duty as a means for developing job skills and who recognized recruiting as likely to help one's career were more likely to convert. Recruiters who converted were more likely to encourage others to volunteer for an assignment with USAREC, were more likely to regard mileage restrictions as reasonable, were more likely to regard command emphasis on improprieties as reasonable, and were more likely to complain regarding inadequate compensation for government vehicle parking fees.

Figures 9 through 13 present results associated with categorical data. These figures summarize the relationship of conversion to educational level, attitudes toward recruiting, race, duty station distance from the recruiters hometown, etc.

Figure 9 summarizes the effects of education level on conversion. Level of education did not markedly affect the decision to convert or not to convert unless the recruiter was a college graduate. College graduates were less likely to convert than expected.

Figure 9. Effects of education on conversion

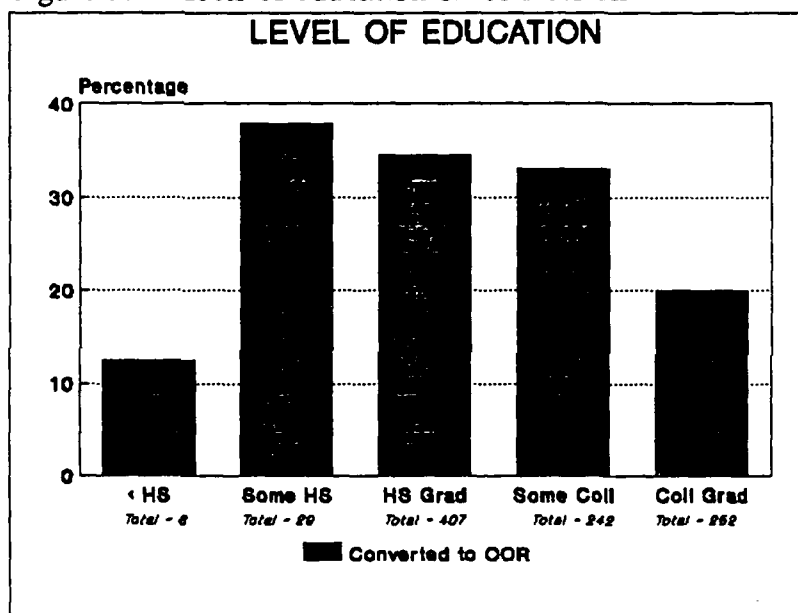
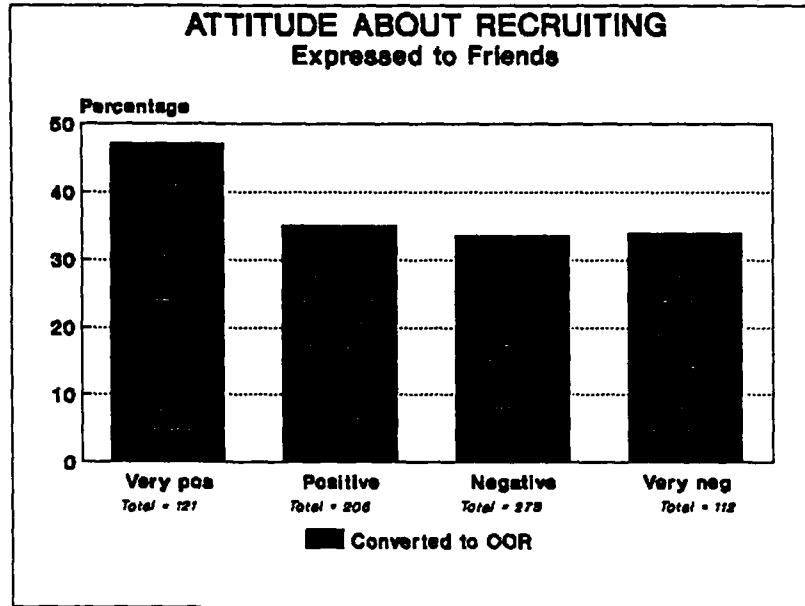


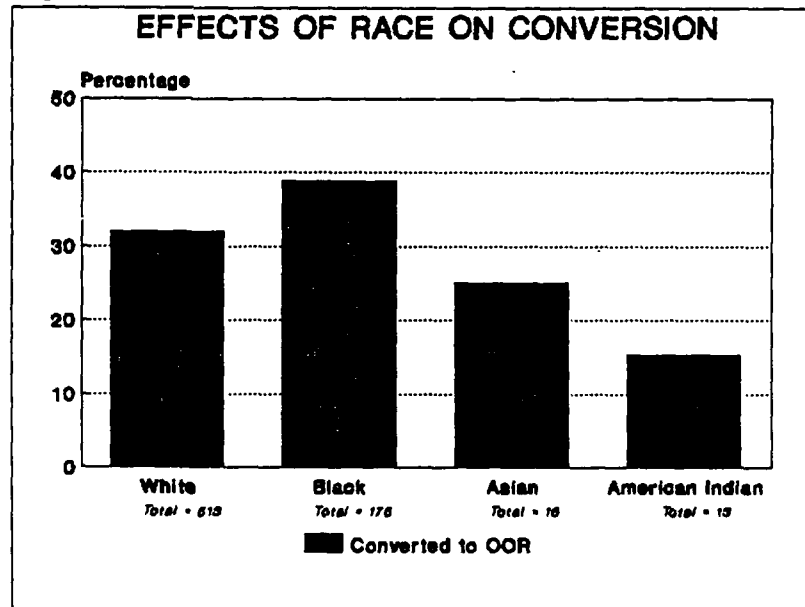
Figure 10 presents the relationship between conversion and responses to Item 33. Item 33 addresses how positive a recruiter is about USAREC when talking with friends or neighbors. From Figure 10, it is immediately evident that negative feelings about recruiting prevail. The proportion of positive attitudes is somewhat greater among recruiters who converted than among recruiters who did not convert.

Figure 10. Conversion and attitudes toward recruiting



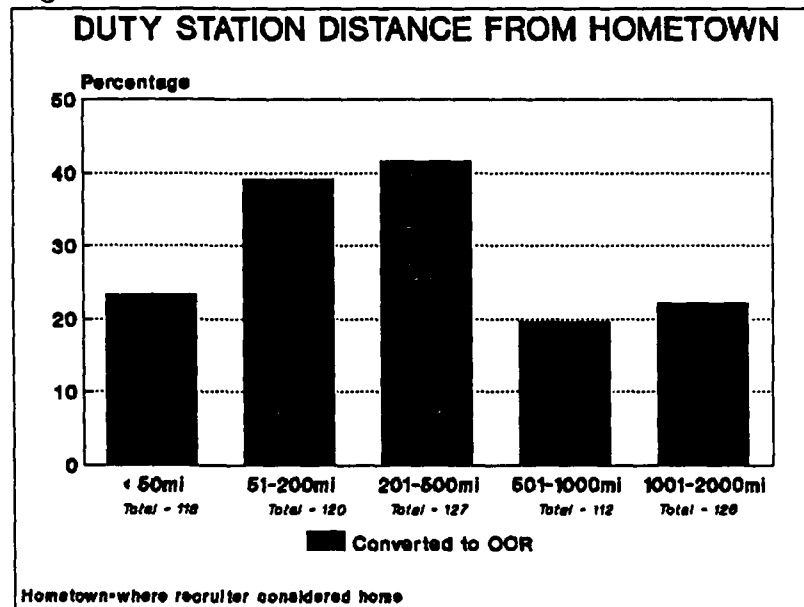
As indicated by figure 11, race did not appear related to the conversion decision.

Figure 11. Race and conversion



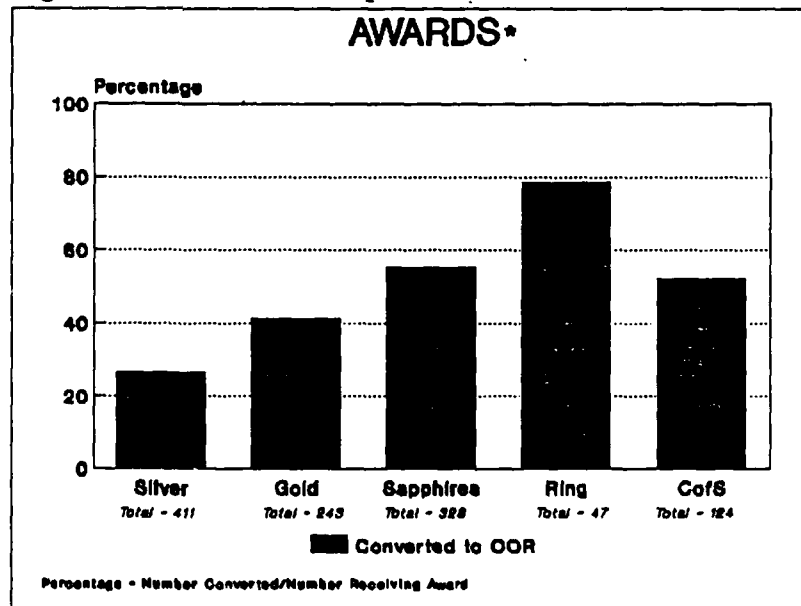
Distance from hometown appeared slightly related to conversion. Recruiters who were stationed within 500 miles of their hometown appeared slightly more likely to convert than expected. Figure 12 summarizes the relationship between distance from hometown and conversion.

Figure 12. Conversion and distance from hometown



Recruiting awards appeared to have a bearing on conversion. Recruiters who earned a gold badge with sapphires, a recruiter ring, or a Chief of Staff award appeared slightly more likely to convert than expected. Conversely, recruiters who did not receive these awards were less likely to convert than expected from the marginal probabilities. (See figure 13.)

Figure 13. The relationship between awards and conversion



Univariate Comparisons -- Not Reclassified

From the focus group interviews it was evident that there were some aspects of recruiting duty that were very much enjoyed. Consequently, it appeared important to identify whether or not recruiters who did not re-classify to OOR had regrets about leaving their previous duty assignment.

Fully 43 percent of the non-OOR recruiters reported that they would definitely or probably convert to the professional recruiter MOS if they could make the decision again. Table 2 summarizes the responses of those recruiters who chose not to convert.

The results in table 2 are extremely important. Former detailed recruiters present an excellent source of trained and experienced personnel. Over 40 percent indicated a willingness to convert to the professional recruiter MOS if offered the opportunity.

Table 2. Reconsidering the conversion decision

<i>If you had it to do all over again, would you convert to the OOR MOS?</i>				
	Frequency	Valid Percent	Cum Percent	
Definitely YES	75	16.3	16.6	16.6
Probably YES	119	25.8	26.4	43.0
Probably NOT	109	23.6	24.2	67.2
Definitely NOT	148	32.1	32.8	100.0
	10	2.2	MISSING	
	-----	-----	-----	
TOTAL	461	100.0	100.0	

Tables 3a - 3g present descriptive statistics (means and standard deviations) for those survey items which correlate significantly with a willingness to reclassify to the OOR MOS. Again, the first column presents the item numbers for reference with the questionnaire in Appendix A. The second column presents abbreviated variable names that summarize item content. The third column presents the sample sizes used in computing the means and standard deviations. The last column presents the correlations of each item with a dichotomous variable indicating whether the subject would convert (value = 1) or would not convert (value = 0) if given another opportunity.

Table 3a. Relationship of Demographic Items to conversion reconsideration

Item No.	Variable	Cases	Mean	Std Dev	Corr with Conversion
7.	Current marital status ⁷	451	1.4124	1.0576	0.1458*
8.	Primary duty position	450	2.3111	1.4019	0.1935**
9.	Pay grade on assignment	460	5.8239	0.5337	-0.1548**
23.	Days of leave accrued & not used	426	43.1972	25.8944	-0.1688**
26.	Number of PCS moves made	454	0.8767	1.0949	0.1434*
27.	Number of different duty location	454	1.8370	1.2815	0.1379*

Table 3b. Relationship of USAREC assignment effects to conversion reconsideration

Item No.	Variable	Cases	Mean	Std Dev	Corr with Conversion
32.a.	Development of job skills ^a	456	2.3904	1.0467	-0.3142**
32.b.	Self-confidence	457	2.0131	1.0698	-0.3503**
32.c.	Leadership ability	458	2.4716	1.0314	-0.3447**
32.d.	Ability to work with others	458	2.3493	1.0565	-0.3197**
32.e.	Respect for authority	457	3.0744	1.1786	-0.3383**
32.f.	Pride in self	458	2.1921	1.0921	-0.3599**
32.g.	Openness to new ideas	458	2.3297	0.9870	-0.3283**
32.h.	Pride in serving your country	458	2.2183	1.0912	-0.2762**
32.i.	Ability to make friends	458	2.2729	1.0364	-0.2508**
32.j.	Establishing independence	458	2.2729	0.9844	-0.2856**
32.k.	Self discipline	458	2.2227	0.9647	-0.2609**
32.l.	Relationship with spouse	442	3.6176	1.1393	-0.2165**
32.m.	Relationship with your children	419	3.4630	1.0961	-0.2612**
32.n.	Opportunity to relate to civilian	458	2.2664	1.1025	-0.2730**

⁷ Item 7. (Married coded as 1; others alternatives=0)

Item 8. (Recruiter coded as 1; others = 0)

Item 9. (E4 coded as 4; E5=5; E6=6; E7=7; E8=8)

Items 23, 26, & 27 (coded as marked)

^aFor all items, a 5-point scale was used. Strong Positive Effect was coded as 1; Positive effect=2; No effect=3; Negative effect=4; Strong Negative effect=5.

Table 3c. Relationship of feelings about USAREC to conversion reconsideration

Item No.	Variable	Cases	Mean	Std Dev	Corr with Conversion
33.	How positive or negative on rec. ⁹	452	2.5863	0.9247	0.5129**
34.	Encourage/discourage others	451	1.8736	0.7269	-0.3159**
37.	Independent thought & action	461	0.2538	0.4357	0.1855**
38.	Pressure	461	0.3167	0.4657	-0.1261*

Table 3d. Relationship of Quality of Life to conversion reconsideration

Item No.	Variable	Cases	Mean	Std Dev	Corr with Conversion
40.a.	Quality of life/battalion leader ¹⁰	457	3.5952	0.8837	-0.1838**
40.b.	Quality of life/company leader	456	3.3662	0.9765	-0.1281*
40.c.	Quality of life/immediate superv.	438	2.8653	1.1311	-0.2601**
41.a.	Easy to talk/battalion leader	455	2.9736	1.0554	-0.2700**
41.b.	Easy to talk/company leadership	455	2.5736	1.0715	-0.2807**
41.c.	Easy to talk/immediate superv.	433	2.2102	1.1425	-0.2084**
42.a.	Rely on/battalion leadership	456	3.4978	0.9789	-0.2752**
42.b.	Rely on/company leadership	455	3.1451	1.0582	-0.2777**
42.c.	Rely on/immediate supervisor	433	2.6767	1.1929	-0.2389**
42.c.	Rely on/others at work	451	2.3792	1.0793	-0.1145*
43.a.	Listen/battalion leadership	449	3.3474	1.0219	-0.2504**
43.b.	Listen/company leadership	450	3.0511	1.0822	-0.2409**
43.c.	Listen/immediate supervisor	432	2.6181	1.1700	-0.2071**

- ⁹ Item 33 (Very Positive coded as 4; Positive = 3; Negative = 2; Very Negative = 1)
 Item 34 (Encourage coded as 1; Discourage = 2)
 Item 37 (Chosen = 1; Not chosen = 0)
 Item 38 (Chosen = 1; Not chosen = 0)

¹⁰ All items coded on a 4 point scale; Very much coded as 1; Pretty much = 2; Some = 3; Not at all = 4).

Table 3e. Relationship of Army Career Characteristics to conversion reconsideration

Item Variable No.	Cases	Mean	Std Dev	Corr with Conversion
45.b. Promotional opportunities ¹¹	453	1.5828	0.7929	-0.2005**
45.e. Personal freedom	452	1.8319	0.6680	-0.2412**
45.g. Development of community ties	451	1.4590	0.7424	-0.1900**
45.k. Physical training and challenge	452	2.0973	0.3253	0.1260*
45.n. Good income	450	1.8956	0.8600	-0.1602**
45.t. Opportunities for making friends	451	2.1973	0.7824	-0.1317*

Table 3f. Relationship of USAREC programs to conversion reconsideration

Item Variable No.	Cases	Mean	Std Dev	Corr with Conversion
46.a. PMS helps make mission ¹²	458	4.4170	1.2423	-0.2223**
46.c. Paperwork helps make mission	458	4.9127	1.0233	-0.1472**
46.d. Market is sufficient for mission	455	4.3736	1.2025	-0.1596**
46.g. Recruiting helped my career	455	3.6901	1.4043	-0.3527**
46.h. Received adequate logistical supp	458	3.0764	1.0316	-0.1575**
46.l. Command emphasis on improper	456	3.5000	1.2958	-0.1385*
47.a. JOIN	442	2.5045	0.7135	0.1504**
47.d. 200 Cards	452	2.6991	0.5224	0.1417*
47.e. Special advertising material	367	1.7493	0.8476	0.1580*
47.k. Transitional Training and Eval.	441	2.0023	0.9920	0.1985**
47.l. Prospect Data Record	441	2.2313	0.7752	0.1839**

¹¹Item 45 coded with a 3 point scale; 1 = More likely with USAREC, 2 = equally likely in previous MOS and USARC; 3 = More likely in previous MOS.

¹²Item 46 is coded on a 5-point scale; 1 = Strongly agree, 2 = Agree, 3 = Undecided, 4 = Disagree, 5 = Strongly Disagree.

Table 3g. Relationship of self evaluations to conversion reconsideration

Item Variable No.	Cases	Mean	Std Dev	Corr with Conversion
48.c. I thrive on challenge ¹³	454	2.1674	1.1250	-0.1244*
48.d. I'm very involved in my work	454	1.8194	0.9779	-0.1152*
48.g. I'm not nonchalant about work	454	2.2489	1.3412	-0.1109*
49. I would/would not convert again	451	2.7317	1.0899	-0.8925**
55.c. Reduced emphasis on mission box	461	0.0889	0.2850	-0.1190*
55.g. Nothing would be an incentive	461	0.2039	0.4033	-0.4065**
56.d. Personal satisfaction	461	0.1280	0.3344	-0.2267**
56.e. USAREC's micromanagement	461	0.2451	0.4306	-0.2440**
56.g. Too much time from family	461	0.1649	0.3715	-0.2356**
57.d. Assignment wouldn't matter	461	0.2907	0.4546	-0.3753**

1-tailed signif: * - .01 ** - .001

From Tables 3a-3g it is evident that many factors contributed to dissatisfaction with recruiting duty and the likelihood of not converting to OOR if the opportunity were presented again. Recruiters who entered recruiting at higher pay grades (and therefore were less likely to receive promotions while recruiters) indicated a reluctance to convert. Recruiters with many days of accrued (and not used) leave indicated a greater reluctance to convert. Likewise, recruiters who did not regard their assignment with USAREC as beneficial (Item 32); who regarded battalion leadership, company leadership, and station leadership as unsympathetic (Items 40, 41, 42, and 43); who regarded their previous MOS as more personally and professionally satisfying (Item 45); and who regarded recruiting operations and programs as unhelpful (Items 46 and 47) were less likely to reconsider conversion.

USAREC's micromanagement was cited as the primary reason for not reclassifying by 44 percent of the individuals who had not reclassified. Over 20 percent of these individuals cited personal satisfaction or the required time away from family as their primary reason for not reclassifying.

¹³Item 48 is coded on a 7-point scale where 1 indicates "Very true," and 7 indicates "Not True at All." Item 49 is coded on a 4-point scale where 1 indicates "Definitely YES" and 4 indicates "Definitely NOT." On Items 55, 57, and 57, a 1 indicates the item was chosen, 0 indicates it was not chosen.

Discriminant Analysis

Discriminant analysis was undertaken to achieve the goal of identifying the conditions under which recruiters would choose to convert to the professional recruiter MOS. Only by knowing such conditions and by defining more rigorously the people for whom such conditions exert maximum attraction can effectively targeted recommendations be formulated and implemented. Additionally, discriminant analysis is appropriate because social and demographic factors frequently work in different, even contradictory ways, and these effects may well mask each other unless simultaneous controls are applied.

The main goals of the discriminant analysis were:

- (1) To identify characteristics of people to whom OOR has the most inherent appeal. Those are the ones USAREC should target to convert.
- (2) To identify the appeals that carry the most weight in persuading recruiters to convert.
- (3) To specify realistic changes that will make recruiting a more attractive MOS.

Because this analysis compared only two groups, it was possible to use multiple regression as the analytic tool for conducting the discriminant analysis. Specifically, a stepwise regression predicting reclassification/non-reclassification status as a function of survey responses was applied. In the stepwise regression, survey items were added to the prediction equation in a sequential, stepwise fashion. Table 4 presents the results of the stepping algorithm in which forward stepping was used followed by a backwards stepping to remove redundant variables. At each forward step in the regression, the survey item which maximized the gain in discriminatory power between the two groups was added. On each backward step, the variable with the most redundant variance was removed. Table 4 summarizes the results of the stepwise regression analysis.

Table 4. Summary table of stepwise multiple regression

Step No.	Variable Label	Variable		Multiple		Change in RSQ	F to Enter	F to Remove	No. of Variables
		Entered	Removed	R	RSQ				
1.	Gold Badge with Sapphires	Item 14.c		0.4501	0.2026	0.2026	148.60		1
2.	Recruiter Ring	Item 14.d		0.5186	0.2690	0.0664	53.05		2
3.	Positive about Recruiting	Item 33.		0.5533	0.3062	0.0372	31.25		3
4.	Insufficient pay	Item 44.06		0.5741	0.3296	0.0235	20.36		4
5.	Enjoyable work	Item 45.r		0.5904	0.3485	0.0189	16.88		5
6.	Leaves chance of promotion	Item 44.03		0.6053	0.3664	0.0178	16.33		6
7.	QL/other people at work	Item 40.d.		0.6179	0.3818	0.0154	14.46		7
8.	No. of different duty locations	Item 27.		0.6262	0.3922	0.0103	9.83		8
9.	Ever been married	Item 04.		0.6340	0.4020	0.0099	9.52		9
10.	No. of PCS moves	Item 26.		0.6408	0.4106	0.0086	8.43		10
11.	Dev. of job skills	Item 32.a		0.6486	0.4206	0.0100	9.90		11
12.	Need 30 hours/day to finish	Item 48.e		0.6543	0.4282	0.0075	7.57		12
13.	Pride in self	Item 32.f		0.6600	0.4355	0.0074	7.48		13
14.	Chance to learn trade/skill	Item 45.i		0.6644	0.4414	0.0059	6.03		14
15.	Separated from family often	Item 44.09		0.6683	0.4466	0.0051	5.31		15
16.	FAO supportive	Item 46.i		0.6718	0.4513	0.0048	4.96		16
17.	Mileage restrictions OK	Item 46.k		0.6753	0.4560	0.0047	4.87		17
18.	Can rely on CLT	Item 42.b		0.6779	0.4595	0.0035	3.67		18
19.	Can talk to BLT	Item 41.a		0.6808	0.4635	0.0040	4.23		19
20.	Pay grade when first assigned	Item 09.		0.6828	0.4662	0.0027	2.87		20
21.	Development of community ties	Item 45.g		0.6844	0.4684	0.0022	2.30		21
22.	Distance from residence to duty	Item 24.		0.6858	0.4703	0.0020	2.11		22
23.	Easy to talk to BLT	Item 41.b		0.6870	0.4720	0.0016	1.72		23
24.	Self-confidence	Item 32.b		0.6882	0.4736	0.0017	1.79		24
25.	Gold Badge	Item 14.b		0.6896	0.4755	0.0019	2.03		25
26.	No. of station visits	Item 29.		0.6910	0.4774	0.0019	2.03		26
27.	Birth year	Item 18.		0.6922	0.4791	0.0017	1.81		27
28.	Poor NCO leadership	Item 44.04		0.6934	0.4808	0.0017	1.78		28
29.	Leadership ability	Item 32.c		0.6948	0.4827	0.0020	2.11		29
30.	Silver badge with stars	Item 14.a		0.6957	0.4840	0.0013	1.42		30
31.	USAREC helped Army career	Item 46.g		0.6966	0.4853	0.0013	1.36		31
32.	Support services for family	Item 45.p		0.6974	0.4864	0.0011	1.14		32
33.	Good income	Item 45.n		0.6981	0.4873	0.0010	1.05		33
34.	Good income		Item 45.n	0.6974	0.4864	-0.0010		1.05	32
35.	Support services for family		Item 45.p	0.6966	0.4853	-0.0011		1.14	31
36.	Pay grade when first assigned		Item 09.	0.6957	0.4840	-0.0013		1.35	30
37.	Silver badge with stars		Item 14.a	0.6948	0.4828	-0.0013		1.38	29
38.	USAREC helped Army career		Item 46.g	0.6938	0.4814	-0.0013		1.45	28
39.	Distance from residence to duty		Item 24.	0.6928	0.4799	-0.0015		1.61	27
40.	Development of community ties		Item 45.g	0.6917	0.4784	-0.0015		1.62	26
41.	Easy to talk to BLT		Item 41.b	0.6905	0.4767	-0.0017		1.80	25
42.	Poor NCO leadership		Item 44.04	0.6891	0.4749	-0.0019		2.01	24
43.	Leadership ability		Item 32.c	0.6877	0.4729	-0.0020		2.10	23
44.	Pride in self		Item 32.f	0.6861	0.4708	-0.0021		2.26	22
45.	No. of station visits		Item 29.	0.6839	0.4678	-0.0030		3.19	21
46.	Birth year		Item 18.	0.6820	0.4651	-0.0027		2.89	20
47.	Gold badge		Item 14.b	0.6799	0.4623	-0.0028		2.97	19
48.	Can talk to BLT		Item 41.a	0.6768	0.4581	-0.0042		4.41	18
49.	Can rely on CLT		Item 42.b	0.6743	0.4547	-0.0034		5.53	17

In interpreting the results described above, it is important to recognize that, at each step of the regression procedure, the relationship between a specific predictor (i.e., item response) and likelihood of reclassification to the OOR MOS is dependent on all other predictor variables that are already in the equation. Consequently, some items will exhibit the opposite effect in the regression from that described in the univariate comparisons

¹⁴All correlations with conversion reconsideration are positive, because the results presented here are Multiple Correlations.

above. In regression terminology, this is called a suppressor effect. For similar statistical reasons, the relationship between a predictor and reclassification decision can shift between positive and negative at different steps. This latter effect is described for those instances where this occurred.

Consistent with the univariate analyses described above, the two best predictors of the reclassification decision were whether an individual recruiter had received the gold badge with sapphires or the recruiter ring awards (survey Item 14). Individuals who had received these awards were far more likely to reclassify. This is not surprising because these awards indicate success in recruiting, and successful recruiters are less likely to encounter some of the difficulties faced by less successful recruiters.

The variable which entered the equation next was an indicator of positive or negative feelings regarding USAREC. Specifically, individuals who were more positive about recruiting duty when discussing USAREC with friends or neighbors (survey Item 33) were more likely to have reclassified. Interestingly, a greater proportion of individuals who indicated that pay was insufficient to meet expenses when detailed to USAREC (Item 44.6) had reclassified. The fifth predictor to enter the equation indicated that those individuals who felt the USAREC work was more enjoyable than that in their previous MOS (Item 45r) were, not surprisingly, more likely to convert to the OOR MOS. Individuals who felt that USAREC duty lessened the chance of being promoted (item 44.3) were less likely to reclassify.

The seventh variable to enter the equation (item 40d) indicated that those respondents who found their coworkers less apt to ensure their quality of life were more likely to have converted. Responses to item 27 entered as the eighth predictor. These data suggested a positive relationship between reclassification and the number of duty locations an individual serviced while living in one residence; the greater the number of duty locations serviced, the more likely it was that the individual converted.

In summary, Table 4 indicates how composite changes to the USAREC system might accomplish very substantial shifts in the conversion rate. Persons who are more likely to convert are those who have more success (identified by awards, and frequent reassignments). In addition, the NCOs more likely to convert appear more self-reliant, frugal, and confident. USAREC practices and policies that might contribute to conversion include station rotations and reassignments, performance recognition, salary differentials, and greater emphasis on Quality of Life variables. We conclude that those changes which will make recruiting a more attractive MOS regard these Quality of Life variables.

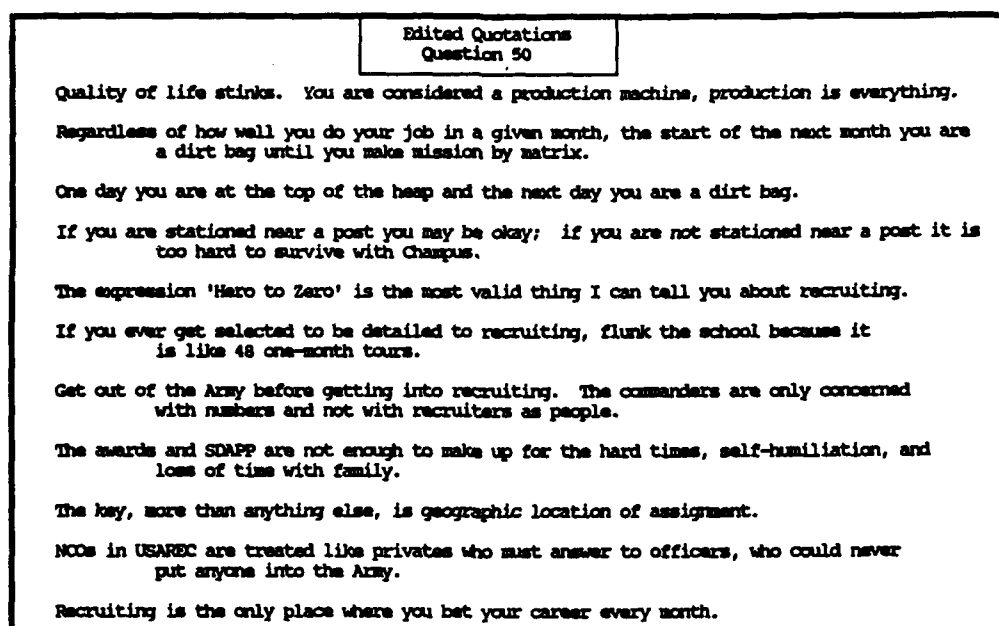
C. ANALYSIS OF UNSTRUCTURED QUESTIONS

Background. Analysis of questionnaire data pertaining to the unstructured questions was somewhat more difficult as the respondents were given no direction in how to answer the question. Thus, for each of the essay questions, proportions of people answering in a specific manner are not given. When answers seems to correspond among a number of

respondents, quotes of exact words used by a particular respondent that sum up the general feelings of other respondents are provided.

Question 50. When asked to describe what they would tell a good friend about an assignment with USAREC (Question 50), over half of the respondents answering this question gave devastatingly negative responses. Most indicated they would never encourage a friend to go to USAREC. Many indicated they would advise a friend to do anything he possibly could to get out of an assignment with USAREC. The same general comments expressed in our initial focused interviews were again repeated by the respondents, i.e., resentment toward command, threats and pressure of the job, lack of quality of life, micromanagement, etc. (See figure 14 for quotes reflecting common responses.) The only positive response frequently cited in answer to this question (What would you tell a good friend about recruiting?) was that recruiting provided a good opportunity for promotion.

Figure 14. Comments made to a good friend about an assignment with USAREC



Question 51. In response to the question, "What objective advice would you offer NCOs being detailed to recruiting?" (Question 51), the overwhelming majority of respondents (again over 50 percent) were very negative. Responses dwelled on the factors cited above and included the same negative sentiments regarding quality of life, pressure and threats, micromanagement, etc. Respondents also offered the advice that soldiers being detailed to recruiting should fail the recruiter course or the TTE training.

Again, the most frequently mentioned positive response was that recruiting will help with promotions. One other somewhat positive response that appeared in a number of questionnaires (approximately 30 percent of the those answering this question) was that if you are assigned in a good area, you can be successful and may even end up liking recruiting. (Due to the way mission is currently derived, assignment location appeared to our respondents to be a good predictor of success in recruiting.)

Question 58. In response to the question "What is the most important reason that you had for not converting to OOR?" (Question 58), the same themes again appeared. These included micro-management, being treated like a private, lack of good leadership, poor quality of life, too much pressure and lack of support. Typical responses to Question 58 appear in figure 15.

Figure 15. Reasons for not converting to OOR

Edited Quotations Question 58
The intense pressure to overproduce; leadership by intimidation; and lack of team concept.
I was tied down with paper, cards, reacts, telephone calls, meetings, visits from officers.
Micromanagement at the company level; everytime I turned around I had someone inspecting me.
Constant threats from Company Commander and First Sergeant; i.e., "If you don't produce, you will be relieved," or "If you don't make mission, you'll have to live at the station.
The constant back stabbing by superiors and their verbal threats about ruining careers.
I asked for an assignment in my home state, but it was denied.
I got tired of receiving nothing but lip service without follow-up when it came to anything other than making mission box.
I had friends who had nervous breakdowns; I saw some of the best NCOs the Army had belittled, broken and made to feel like failures all over mission, and I didn't want that to happen to me.
Severe financial and medical problems; CHAMPUS was worthless; family life was strained.
I wrote five '3A' contracts one month. The second day of the next month I wrote a '3A' female, senior contract and was promptly cussed out by the Battalion Sergeant for sandbagging.
My wife probably would have divorced me had I converted; quality of life was so poor.

Question 59. In response to the question asking, "Under what circumstances would you have converted to OOR?" (Question 59), an overwhelming number of respondents replied choice-of-duty station or assignment in their hometown would have been sufficient incentive to convert. Other frequent responses were less pressure from commanders, less micromanagement, mission assigned on a quarterly basis and a more positive overall approach to recruiting and recruiters. Figure 16 presents typical responses to this question.

Essay Question. The final page of the questionnaire was left empty to allow respondents the opportunity to address any aspects of their USAREC experience that were not addressed in the survey instrument. Again, the same topics were repeated here: poor quality of life,

micromanagement, harassment and threats, being treated like a private, improper assignment of recruiters to regions, improper assignment of mission requirements,

Figure 16. Circumstances under which respondents would have converted to OOR

Edited Quotations Question 59
An assignment to the location of my own choosing, and not having to work for/with former Station Commander and his cronies.
Give me a mission and leave me alone to do it my way, with integrity.
If I could be assigned near or in my hometown, then my spouse and children would have been acclimated and would have had the support of friends and other family members.
If I didn't feel threatened each time I walked into the office.
If I had been allowed to transfer to Florida, there is no doubt I would have converted.
If I could have had a guarantee of my own choice of duty assignment, I would have converted.
Less FMS, less micromanagement, less back stabbing and quarterly missions.
If I truly felt that the Army slogan I fiercely supported ("We take care of our own.") applied to recruiters as well, I would have stayed in USAREC.
If USAREC would have given me an assignment in my hometown, I would have converted. In fact, I would convert now with that assignment.
If I had been given a guarantee that I could stay in nurse recruiting and have more time off regardless of mission box, I would have converted.

Figure 17. Additional comments

Edited Quotations Unstructured Essay
The awards system needs reworking: you get an award for making mission box and over producing during the past month, and then, that same day, you are derided for not being on glidepath for the current mission month. The attitude is, "So what if you were 300 percent last month, what are you going to do this month."
Provide a more realistic mission: It is impossible to put two IIIA males into the Army every month out of a school system that does not produce IIAs.
OMP loss is something that should not be blamed on the recruiter, yet he is threatened with bad EPRs, UO's, and other similar scare tactics.
Don't use a soldier's record if he is trying and not producing: let him get out of recruiting without ruining his military career.
Putting a Tennessee hillbilly-quality NCO in the Bronx doesn't make "sense" or dollars.
Recruiters should have decent housing in the area in which they work: it is hard to sell the Army when the recruiter is financially strapped.
It disturbed me to see the number of drinks on recruiting, and none were given any help.
I think it is absolutely ridiculous to detail a superior senior NCO to recruiting duty and then belittle that individual daily.
Due to time lag in receiving awards, a recruiter is presented with awards for being the most outstanding member of the battalion and at noon of the same day he is on the carpet for low production in the current month. It can drive you crazy to take home a briefcase of awards and try to tell your wife that you may get fired.
One of my First SAs went to a recruiter who was sick in bed and commented that if he pulled the phone closer, he could make his calls and thus keep up with production.
If I hustled my butt in the regular Army like I did in recruiting, the 'reward' would have been much greater and I definitely would not have received an ARCOM for three years of superior service just because I chose not to convert.
Successful recruiters should be given the opportunity to select their next duty assignment; this would be a very enticing and motivating factor for conversion.
It was the most hilarious experience of my military career, equaled only by having a root canal with no pain-killer.

inadequate financial compensation, etc. Some of the more telling comments given in response to the essay question are quoted in Figure 17.

Three additional areas of concern that were not addressed by the survey questionnaire but were articulated by respondents are (1) the long delays in receiving awards, (2) stress-related alcohol and drug abuse, and (3) abuse of NCOs who decide not to convert.

The major complaint regarding the delay in receiving awards was that "a recruiter is presented with awards for being the most outstanding recruiter in the battalion; and at noon the same day he is on the carpet being threatened with being relieved for low production in the current month. It can drive you crazy to take home a briefcase full of awards and try to tell your wife that you may get fired."

Many comments expressed concern over the number of heavy drinkers on recruiting duty. These comments decried the lack of crisis intervention programs to assist suspected alcoholics and substance abusers.

Comments also indicated that respondents were deeply hurt by the manner in which they were treated when they decided not to convert. Many complained of being given bad EERs, despite their excellent performance as recruiters. Others complained of being denied awards they had justly earned because they did not convert. "If the recruiting command wants former successful recruiters to talk well of recruiting, don't jerk us around when we leave," is a recurring theme from many disillusioned recruiters.

IV. CONCLUSIONS AND RECOMMENDATIONS

The major findings reported here suggest that recruiters do not convert because of the personal and professional sacrifices required by USAREC. The recruiting force appears demoralized, and this state of dissatisfaction appears related to the low conversion rate. While it may be tempting to dismiss these findings as a function of sampling bias, the data do not support such a conclusion for two reasons. First, the number of returned questionnaires was simply too great. The conclusions drawn here apply to over half of the recruiters detailed since July, 1986. Second, the conversion rate in the entire population of recruiters is reported to be about 15%. The conversion rate in the sample drawn was 35%. Consequently, if sampling bias exists, it exists to make the sample less biased against USAREC than is the case in the population.

As a result of the questionnaire analysis, specific conclusions can be drawn as to why current successful recruiters fail to convert to the OOR MOS and specific recommendations can be made to improve the conversion rate.

Conclusions

The most important conclusions that can be drawn from the data pertain to conversion, morale, and quality of life.

- **Conversion.** Approximately 40 percent of those responding to the survey reported that they would, or probably would, now convert to the OOR MOS, especially if they were allowed some choice in determining their recruiting duty station location.
- **Morale.** (1) Recruiters reported that their missions were micromanaged to the extent that there was no longer a correspondence between performance, as measured by the Production Management System (PMS), and success in finding and contracting successful applicants. (2) Recruiters perceived that they were treated more like privates than Non-Commissioned Officers (NCOs). (3) Recruiters reported no choice of duty stations. (4) Recruiters also reported stress from unrealistic mission requirements.
- **Quality of Life.** Recruiters reported serious deficiencies in their quality of life. Such deficiencies included working 16-hours days, 7 days a week, with no leave, insufficient housing, insufficient expense accounts, and problems with CHAMPUS.

It is important to note that the litany of complaints and the extent of demoralization have an impact on the image of USAREC as well as on the USAREC mission. This impact occurs regardless of the veracity of the complaints. Given the level of dissatisfaction with recruiting, it is not surprising that recruiting is disparaged throughout the NCO corps. On the average, each recruiter reported talking to approximately 100 other NCOs about his/her recruiting assignment. And, over 50 percent of the recruiters surveyed reported speaking negatively about the assignment; 46 percent reported discouraging friends from volunteering.

It is reasonable to suppose that the effects of such demoralization and negative perceptions discourage qualified and able NCOs from seeking assignments in recruiting and perhaps to encourage them to fail during training, if selected. Thus, it is important to seriously address these problems and seek solutions.

Recommendations

Improving the OOR MOS conversion rates may be accomplished by: (1) approaching the pool of former detailed recruiters; (2) addressing the morale issues associated with recruiting; and (3) addressing the quality-of-life issues associated with recruiting. Each strategy is discussed separately.

Approaching the Pool of Former Detailed Recruiters. The survey results indicate that conversion rates might be improved by reaching out to some of the recruiters who wanted to convert but were not allowed to do so. Also, conversion rates may be improved by approaching those recruiters who did not want to convert when initially given the opportunity but have had a change of mind since leaving USAREC. Roughly 40 percent of the survey respondents say that they would, or probably would, now convert. (Many of these, however, would convert only if given some say in determining their recruiting duty station location.¹⁵) This percentage is considerably greater than the 15 percent who now convert. To increase the conversion rate slightly, USAREC could successfully exploit the pool of former detailed recruiters. To maintain OOR strength, the conversion rate needs to be increased only slightly, and it appears possible merely by approaching former successful recruiters.

Addressing the Morale and Quality-of-Life Issues Associated with Recruiting. One obvious, long-term strategy to improve conversion is to address and correct the demoralization problem. At issue is the goal to develop a system which ensures better treatment of recruiters by battalion, company, and station leadership.

One possible solution involves review of the micromanagement complaints voiced by recruiters. Recruiters understood the need for a Production Management System (PMS), but they questioned the emphasis on PMS versus finding and contracting applicants. There was a concern that there may no longer be a correspondence between PMS measures and recruiting success.

A major tenet of Recruiting Operations (RO) and the PMS is that it is unfair to discipline a soldier for not finding a qualified applicant. On the other hand, it is viewed as perfectly acceptable to discipline soldiers for not accomplishing those results conceptually

¹⁵ Choice-of-duty station was indicated by most former recruiters in response to Question 59 ("IN YOUR OWN WORDS, under what circumstances would you have converted to OOR?"). It should be emphasized that some choice-in-duty location will also be important in converting current recruiters.

related to finding qualified applicants (e.g., making telephone calls, appointments, visits, etc.).

When the Production Management System (PMS) was implemented, it was very likely that telephone calls, appointments, and visits to schools and centers of influence (COI) were related to finding and enlisting applicants. The increasing emphasis on PMS, however, is likely to be eroding the correlation between PMS measures and making mission. Perhaps it would be useful if Recruiting Operations initiated a study to examine the empirical relationship between PMS measures and successful recruiting as measured by number of CAT-A applicants enlisted.

As an example, we had the opportunity to visit a recruiting station in rural Wisconsin, at 5:00 P.M. After a short visit, we drove out through town by way of the city park. The recruiters remained in their station to do "Red Time" and make their mandatory telephone calls. The city park was looped by about 1-1/2 miles of road, and it required just under an hour to navigate the distance because the entire park was filled by local youth playing softball, frisbee, visiting friends, and just being seen. There are likely to be many similar areas where recruiter time is far better spent by organizing activities in the park and visiting local restaurants and teen clubs than by trying to complete their MANDEX.

Another possible solution to the morale problem, and perhaps the best way to improve the conversion rate, would be to improve the way recruiters feel about their jobs. This survey shows that recruiters are unbelievably unhappy with their jobs. Dissatisfaction with the recruiting job appears associated with recruiter management. To improve conversion rates and to improve the image the Army wants to portray, this dissatisfaction must be addressed. A simple way to address this issue is to mission battalions for conversions in the same manner that they are missioned for applicants. If there is a requirement to convert some NCOs to professional recruiters, it is more likely that the treatment of NCOs will improve.

Currently, officers are removed from command only if productivity of their recruiters is low; this means that the only incentive for officers is production. The working conditions and attitudes of their recruiters are irrelevant to officer careers. Change this. Make the officers responsible for a conversion mission. This will require officers to treat their recruiters better. Better treatment is likely to have a decidedly positive affect on the recruiter's job satisfaction.

Sears has been doing this for almost 20 years. Sears has pioneered a program in which managers are responsible for both the productivity and satisfaction of their employees, simultaneously. Managers are demoted or dismissed if either their employees don't sell sufficiently or employee morale suffers as measured by an annual survey and objective measures such as absence, tardiness, etc.

The morale of recruiters must be addressed before it is possible to have a major impact on conversion rates as well as on mission accomplishment. Recruiters are in the field telling everyone that recruiting is a terrible job, that there are no rewards, and that the treatment is poor. These perceptions mean that only very disingenuous people (those who cannot find

a way to get out of recruiting duty) can be pressured into recruiting. The quality of NCOs in recruiting is likely to deteriorate and, consequently, pressure to perform must be simultaneously escalated to wring production out of less qualified personnel. By making officers responsible for morale as well as for production and by repeatedly surveying recruiters regarding job satisfaction to make sure that morale issues are addressed, command officers would no longer be able to treat recruiters like privates.

Stress and perceived stress must be managed. A course in stress management can provide recruiters with some defense against job pressures. Alternatively, it may be better to reduce the job stress. Such stress can be reduced by addressing the missioning requirements.

Mission requirements should be reviewed. We know that mission categories are not equally available throughout the United States. While the Army requires a certain number of males, females, CAT-A males, CAT-A females, etc., not all regions yield these categories in the same proportions¹⁶. Northern border states yield higher proportions of CAT-A females; industrialized rust-belt inner cities yield higher proportions of black CAT-A females; black CAT-A males are easier to find in the South; etc. Given these empirically verifiable differences, it is difficult to justify equivalent mission proportions at the station level. In addition, changing mission requirements from monthly to quarterly or biannually would allow recruiters to truly "manage their time" and budget time for their personal lives as well as for the Army.

Addressing the Quality-of-Life Issues Associated with Recruiting. Quality of life for recruiters must be improved. It must not be just a buzz word with no meaning. Everyone needs time off. The recruiter's work schedule should be more flexible. He must have time to spend with his family or merely to spend for himself. Current missioning practices simply do not allow the recruiter any flexibility for his personal life. Quarterly or biannual mission requirements would allow recruiters the opportunity to take the same type of leave periods that the rest of the Army enjoys.

Serious consideration also should be given to improving a recruiters' financial circumstances. In this regard, independent audits might be conducted to assure a recruiter's salary, CHAMPUS benefits, and expense account are adequate for the area assigned.

¹⁶U.S. Department of Defense. Profile of American Youth: 1980 Nationwide Administration of the Armed Services Vocational Aptitude Battery. Washington: Office of Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics), March, 1982, P. 42-43, Figure 16.

APPENDIX A

Questionnaire

SURVEY APPROVAL AUTHORITY: U.S. ARMY SOLDIER SUPPORT CENTER - NCR

SURVEY CONTROL NUMBER: ATNC-AO-88-15

RCS: MILPC-3

**SURVEY OF FORMER
SUCCESSFUL DETAILED RECRUITERS/
OOR RECRUITERS**



WINTER 1988



REPLY TO
ATTENTION OF

USARCPER-PB

DEPARTMENT OF THE ARMY
HEADQUARTERS UNITED STATES ARMY RECRUITING COMMAND
FORT SHERIDAN, ILLINOIS 60037-6000

16 February 1988

TO: SURVEY PARTICIPANTS

USAREC is conducting research relevant to attracting and maintaining NCOs in the OOR MOS. In an effort to address this matter, USAREC has contracted research to focus on this matter. One part of the research involves the collection of opinion data from former, detailed recruiters and selected OOR recruiters.

We will appreciate your frank, open, and honest answers to the enclosed questionnaire. Please complete the questionnaire as soon as possible, seal it in the enclosed envelope, and post the franked envelope to Dr. Andres Inn, the consultant who will have the sole access to the original data.

Please notice that USAREC is not interested in your name or Social Security Number. The response you give will remain anonymous, and only the statistical summaries and illustrative quotes will be presented to USAREC by the consulting organizations.

NOTE:

Public Law 93-573, called the Privacy Act of 1974, requires that you be informed of the purpose and uses to be made of the information that is collected.

The Department of the Army may collect the information in this survey under the authority of 10 United States Code 137.

Providing information in this questionnaire is voluntary. Failure to respond to any particular question will not result in any penalty for the respondent.

The information collected in this survey will be used for research and analysis purposes only. Dr. Andres Inn, under guidance from USAREC, has primary responsibility for this research and analysis.

IN THE FOLLOWING QUESTIONS, CIRCLE THE RESPONSES WHICH BEST DESCRIBE YOU.

1. Sex: Male Female

2. Race:

Black White American Indian/Native Alaskan Asian

3. Are you of Hispanic Origin? Yes No

4. Have you ever been married? Yes No

5. What was your marital status when detailed to USAREC?

Married Widowed Divorced Separated Single

6. If Married, during Recruiting tour, was your spouse:

Employed full-time (35 hrs/wk or more) Employed part-time (less than 35 hrs/wk) Unemployed

7. What is your current marital status?

Married Widowed Divorced Separated Single

8. What was your Primary Duty position while with USAREC?

Recruiter (RA) Nurse Recruiter (RA)

Station Commander (Limited-Production) Station Commander (On-Production)

Other (specify) _____

9. What was your pay grade when first assigned to USAREC?

E4 E5 E6 E7 E8

10. What is your current pay grade?

E4 E5 E6 E7 E8

11. Did you receive a re-enlistment bonus for your primary MOS upon re-enlistment? YES NO

12. What was the approximate distance from your USAREC place of duty to where you consider your hometown?

0 - 10 mi 11 - 20 mi 21 - 50 mi
51 - 100 mi 101 - 200 mi 201 - 500 mi
501 - 1000 mi 1001 - 2000 mi Over 2000 mi

13. What was the highest grade or degree you completed before you entered the Army:

Less than H.S. (1-8 years) Some High School but did not graduate GED or H.S. certificate
Graduated High School Some College but did not graduate 2 year College Degree
4 year College Degree Graduate Degree Other (Tech, or Vocational)

14. During your assignment to USAREC, which awards did you receive? (CIRCLE ALL THAT APPLY)

Silver Badge with stars Gold Badge Gold Badge with sapphires
Recruiter Ring Chief of Staff of the Army Award

FILL IN THE BLANKS.

15. During your last year in recruiting, how many leave days did you spend in the office? _____

16. What was the Zip Code of your last recruiting assignment? _____

17. What year did you first enter active service? 19 _____

18. What is your year of birth? 19 _____

19. How old were you when you were FIRST married? _____

20. How many children do you have (if none, write "0")? _____

21. What is the age of your oldest child (if less than one year old, write "0")? _____

22. What was the Zip Code of your residence before you joined the Army? _____

23. How many days leave did you accrue and not use with USAREC? _____

24. What was/is the approximate distance from your place of duty to your residence? _____

25. What was/is the approximate distance from your place of residence (while on recruiting duty) to the nearest full-service military installation (PX, commissary, Medical, etc.)? _____
26. During your time as a recruiter, how many PCS moves did you make? _____
27. While in recruiting, how many different duty locations did you service while living in the same residence? _____
28. How many days of leave did you lose during your tour of duty with USAREC? _____
29. How many times, on average, was your station visited or inspected (eg. USAREC, IG, Company, etc.) during one month? _____
30. During your last 24 months in USAREC, how many months did you accomplish your mission box? _____
31. Approximately how many people would you say you have talked with about recruiting duties since your return to your primary MOS/or since converting?

WHAT EFFECT HAS YOUR USAREC ASSIGNMENT HAD ON VARIOUS ASPECTS OF YOUR LIFE?

32. Using the scale provided, write the number (1 - 5) that best represents your feelings about each item in the space opposite the item:

Strong Positive Effect	Positive Effect	No Effect	Negative Effect	Strong Negative Effect
1	2	3	4	5

- a. Development of job skills _____
- b. Self-confidence _____
- c. Leadership ability _____
- d. Ability to work with others as a team _____
- e. Respect for authority _____
- f. Pride in self _____
- g. Openness to new ideas _____
- h. Pride in serving your country _____
- i. Ability to make friends _____
- j. Establishing independence _____
- k. Self discipline _____
- l. Relationship with your spouse _____
- m. Relationship with your children _____
- n. Opportunity to relate to the civilian environment _____

CIRCLE THE ANSWER THAT BEST DESCRIBES YOUR FEELINGS ABOUT THE FOLLOWING QUESTIONS AND STATEMENTS.

33. When you talk about USAREC with friends or neighbors, how positive are you about recruiting duty?
- | | | | |
|------------------|----------|----------|------------------|
| Very
Positive | Positive | Negative | Very
Negative |
|------------------|----------|----------|------------------|
34. If a good friend of yours asked your advice about volunteering for an assignment with USAREC, would you:
- | | | |
|-----------|------------|-----------------|
| Encourage | Discourage | Offer no advice |
|-----------|------------|-----------------|
35. Regarding supervision, USAREC provides:
- a. Much too much
 - b. Too much
 - c. About right
 - d. Not enough
 - e. Not nearly enough
36. What do you think is the major cause of improper recruiting practices? (MARK ONLY ONE)
- a. Pressure to make mission by self
 - b. Pressure to make mission by peers
 - c. Pressure to make mission by supervisor
 - d. Pressure to make mission by Battalion Commander
 - e. Too much work/time needed to process enlistment documents (waivers, consent, police checks, etc)
 - f. USAREC/Army standards are too high
 - g. Monthly mission credit only (ie. no way to work ahead in making mission).
 - h. Other _____
37. What is the most attractive aspect of recruiting duty?
- a. Special Duty Assignment Proficiency Pay (SDAP)
 - b. Working in the civilian community
 - c. The exercise of independent thought and action
 - d. Geographic location
 - e. Other _____
38. What did(do) you like least about recruiting duty?
- a. Pressure
 - b. Financial burden
 - c. Long hours
 - d. Location
 - e. Micro-management by USAREC
 - f. USAREC Administrative requirements
 - g. Other _____

39. What expenses did/do you incur at USAREC that are/were not adequately reimbursed?

- a. Private vehicle use _____
- b. Parking fees for your POV at recruiting station _____
- c. Parking fees for GOV _____
- d. Lunches _____
- e. Other _____

USE THE SCALE BELOW FOR THE FOLLOWING QUESTIONS.

Very Much	Pretty Much	Some	Not At All	No Such People
1	2	3	4	5

40. How much do/did each of these people go out of their way to ensure maintenance of your Quality of life during your assignment with USAREC?

- a. Battalion Leadership _____
- b. Company Leadership (Company Commander & 1st Sgt) _____
- c. Your immediate supervisor (e.g., Station Commander) _____
- d. Other people at work _____
- e. Your spouse, friends and/or relatives _____

41. How EASY is/was it to talk with each of the following people?

- a. Battalion Leadership _____
- b. Company Leadership (Company Commander & 1st Sgt) _____
- c. Your immediate supervisor (e.g., Station Commander) _____
- d. Other people at work _____
- e. Your spouse, friends and/or relatives _____

42. How much can/could you rely on these people when things get tough at work?

- a. Battalion Leadership _____
- b. Company Leadership (Company Commander & 1st Sgt) _____
- c. Your immediate supervisor (e.g., Station Commander) _____
- d. Other people at work _____
- e. Your spouse, friends and/or relatives _____

43. How much is/was each of the following people willing to listen to your personal problems?

- a. Battalion Leadership _____
- b. Company Leadership (Company Commander & 1st Sgt) _____
- c. Your immediate supervisor (e.g., Station Commander) _____
- d. Other people at work _____
- e. Your spouse, friends and/or relatives _____

BELOW is a list of complaints and/or comments recruiters have about being detailed to USAREC.

44. **CIRCLE the number(s) of the ONE(S) that apply to you:**

- 1. Officers ignore overall performance record
- 2. Recruiting skills are not relevant to a good civilian job
- 3. Lessens the chance of being promoted
- 4. Poor NCO leadership
- 5. Too many PCS moves
- 6. Pay insufficient to meet expenses
- 7. Working hours were too long
- 8. No credit for past successful mission months
- 9. Separated from the family too often
- 10. Unable to go to school/college
- 11. Couldn't get education or skill wanted
- 12. Didn't get along well with co-workers
- 13. Caused problems at home
- 14. No opportunity to do interesting and challenging work
- 15. Family support services inadequate
- 16. NCOs are treated like privates
- 17. Officers don't understand recruiters' problems

45. **BELOW IS A LIST OF CHARACTERISTICS ASSOCIATED WITH ARMY CAREERS. USING THE SCALE BELOW, INDICATE HOW YOU ARE MORE LIKELY TO ACHIEVE THESE BENEFITS.**

More likely with USAREC	More likely in previous MOS	Equally likely with either MOS
1	2	3

- a. Chance for adventure _____
- b. Promotion opportunities _____
- c. Quality leadership _____
- d. Opportunity for a stable home life _____
- e. Personal freedom _____
- f. Opportunities for continued self-improvement & development _____
- g. Development of community ties _____
- h. Recreation opportunities _____
- i. Credit for doing a good job _____
- j. Travel opportunities _____
- k. Physical training and challenge _____
- l. Chance to learn valuable trade/skill _____
- m. Job security _____
- n. Good income _____
- o. Having much in common with co-workers _____
- p. Support services for family life _____
- q. Leadership development _____
- r. Enjoyable work _____
- s. Good environment for rearing children _____
- t. Opportunities for making friends _____

46. USE THE SCALE BELOW TO EXPRESS YOUR REACTION TO THE FOLLOWING STATEMENTS.

NA	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
1	2	3	4	5	6

- a. USAREC management systems (ie. PMS) help make mission. _____
- b. DEP events help mission accomplishment. _____
- c. The required paperwork helps make mission. _____
- d. The market is sufficient to make mission box. _____
- e. Greater than authorized station strength helps make mission. _____
- f. I had more work than one person can handle. _____
- g. My USAREC assignment helped my Army career. _____
- h. I received adequate logistical support (e.g., cars, JOIN, telephones, etc.) to accomplish mission box. _____
- i. The Finance and Accounting Office (FAO) provides responsive support in resolving pay problems. _____
- j. The Hometown Recruiter Assistance Program (HRAP) contributes significantly to making mission. _____
- k. The mileage restrictions placed on government vehicles did not impede my ability to do my job. _____
- l. Command emphasis on preventing improper recruiting practices is adequate. _____

47. BELOW IS A LIST OF USAREC PROGRAMS AND REQUIREMENTS. RATE EACH ACCORDING TO THE SCALE BELOW. (Write N/A if the program was Not Available)

Positive	Mediocre	Useless	Negative
2	1	0	-1

- a. JOIN _____
- b. REACT _____
- c. LRLs _____
- d. 200 cards _____
- e. Special Advertising Material (SAM) Kit _____
- f. HRAP _____
- g. Sourcebook _____
- h. Your Own Initiative _____
- i. USAR Scholar/Athlete Program _____
- j. Total Army Involvement in Recruiting (TAIR) _____
- k. TTE (Transitional Training and Evaluation) Program _____
- l. Prospect Data Record _____

48. USE THE SCALE PROVIDED TO RATE EACH OF THE STATEMENTS BELOW.

Very True			Neither True Nor Untrue			Not True At All
1	2	3	4	5	6	7

- a. I hate giving up before I'm absolutely licked. _____
- b. Sometimes I feel that I shouldn't be working so hard, but something drives me on. _____
- c. I thrive on challenging situations: the more challenges I have, the better. _____
- d. In comparison to most people I know, I'm very involved in my work. _____
- e. It seems as if I need 30 hours a day to finish all the things I'm faced with. _____
- f. In general, I approach my work more seriously than most people I know. _____
- g. I guess there are some people who can be nonchalant about their work, but I'm not one of them. _____
- h. My achievements are considered to be significantly higher than those of most people I know. _____
- i. I've often been asked to be a leader of some group or groups. _____

49. If you had it to do all over again, would you covert to the OOR MOS?

Definitely YES	Probably YES	Probably NOT	Definitely NOT
----------------	--------------	--------------	----------------

50. IN YOUR OWN WORDS, what would you tell a good friend about an assignment with USAREC?

51. *IN YOUR OWN WORDS, what objective advice would you offer NCOs being detailed to recruiting?*

57. Would you have been more likely to convert to OOR MOS if you were assigned:

- a. In or near your hometown
- b. Away from your hometown
- c. In an area demographically similar to your hometown, but away from your hometown
- d. It would make no difference

58. *IN YOUR OWN WORDS, what is the most important reason that you had for not converting to OOR.*

ANSWER THE FOLLOWING QUESTIONS ONLY IF YOU DID NOT RECLASSIFY TO THE OOR MOS

52. What is your primary MOS? _____

53. What was your marital status when you left USAREC?

Married Widowed Divorced Separated Single

54. What was your pay grade when you left USAREC?

E4 E5 E6 E7 E8

55. Circle what (was/would have been) the greatest incentive for you to remain on recruiting status for another tour?

- a. Greater choice of subsequent recruiting assignments
- b. Modify 4/6 rule on reassignment (i.e. allow more time at one station/Battalion)
- c. Reduced Command emphasis on making mission box
- d. Reduced Command emphasis on over-production for the sake of battalion or brigade leveling or looking good
- e. Increased SDAP
- f. Other _____
- g. Nothing I can think of would provide an incentive to remain for another recruiting tour

56. What was the primary reason you decided not to reclassify to MOS OOR?

- a. Promotion potential
- b. Choice of location/ desire to be near relatives
- c. Special Duty Assignment Proficiency Pay (SDAP)
- d. Personal Satisfaction
- e. USAREC's Micro-management
- f. Required to repay re-enlistment bonus for primary MOS
- g. Required too much time away from family

52. *IN YOUR OWN WORDS, under what circumstances would you have converted to OOR?*

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

APPENDIX B

Frequency Counts and Descriptive Statistics

IN THE FOLLOWING QUESTIONS, CIRCLE THE RESPONSES WHICH BEST DESCRIBE YOU.

1. Sex:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Male	1	694	95.6	96.4	96.4
Female	2	26	3.6	3.6	100.0
	.	6	.8	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 720 Missing Cases 6

2. Race:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Black	1	175	24.1	24.4	24.4
White	2	513	70.7	71.5	96.0
Am. Ind/N. Alaskan	3	13	1.8	1.8	97.8
Asian	4	16	2.2	2.2	100.0
	.	9	1.2	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 717 Missing Cases 9

3. Are you of Hispanic Origin?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No	0	662	91.2	92.1	92.1
Yes	1	57	7.9	7.9	100.0
	.	7	1.0	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 719 Missing Cases 7

4. Have you ever been married?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No	0	25	3.4	3.5	3.5
Yes	1	697	96.0	96.5	100.0
	.	4	.6	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	722	Missing Cases	4		

5. What was your marital status when detailed to USAREC?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Married	1	617	85.0	86.7	86.7
Divorced	3	32	4.4	4.5	91.2
Separated	4	16	2.2	2.2	93.4
Single	5	47	6.5	6.6	100.0
	.	14	1.9	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	712	Missing Cases	14		

6. If Married, during Recruiting tour, was your spouse:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Full-time	1	220	30.3	34.1	34.1
Part-time	2	168	23.1	26.0	60.1
Unemployed	3	258	35.5	39.9	100.0
	.	80	11.0	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	646	Missing Cases	80		

7. What is your current marital status?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Married	1	604	83.2	85.0	85.0
Widowed	2	2	.3	.3	85.2
Divorced	3	46	6.3	6.5	91.7
Separated	4	32	4.4	4.5	96.2
Single	5	27	3.7	3.8	100.0
.	.	15	2.1	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 711 Missing Cases 15

8. What was your Primary Duty position while with USAREC?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Recruiter (RA)	1	394	54.3	55.6	55.6
Nurse Recruiter (RA)	2	17	2.3	2.4	58.0
Station Comm LP	3	68	9.4	9.6	67.6
Station Comm. OP	4	230	31.7	32.4	100.0
.	.	17	2.3	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 709 Missing Cases 17

9. What was your pay grade when first assigned to USAREC?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
E4	4	1	.1	.1	.1
E5	5	151	20.8	20.9	21.1
E6	6	516	71.1	71.5	92.5
E7	7	54	7.4	7.5	100.0
.	.	4	.6	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 722 Missing Cases 4

10. What is your current pay grade?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
E5	5	8	1.1	1.1	1.1
E6	6	281	38.7	39.1	40.2
E7	7	411	56.6	57.2	97.4
E8	8	19	2.6	2.6	100.0
	.	7	1.0	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 719 Missing Cases 7

11. Did you receive a re-enlistment bonus for your primary MOS upon re-enlistment?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
No	0	571	78.7	79.5	79.5
Yes	1	147	20.2	20.5	100.0
	.	8	1.1	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 718 Missing Cases 8

12. What was the approximate distance from your USAREC place of duty to where you consider your hometown?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
1 - 10 mi	1	51	7.0	7.1	7.1
11 - 20 mi	2	28	3.9	3.9	11.0
21 - 50 mi	3	39	5.4	5.4	16.5
51 - 100 mi	4	47	6.5	6.6	23.0
101 - 200 mi	5	73	10.1	10.2	33.2
201 - 500 mi	6	127	17.5	17.7	50.9
501 -1000 mi	7	112	15.4	15.6	66.5
1001 -2000 mi	8	126	17.4	17.6	84.1
Over 2000 mi	9	114	15.7	15.9	100.0
	.	9	1.2	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 717 Missing Cases 9

13. What was the highest grade or degree you completed before you entered the Army:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Less than H.S	1	8	1.1	1.1	1.1
Some H.S.	2	29	4.0	4.0	5.2
GED or H.S. Cert	3	25	3.4	3.5	8.6
H.S. Grad.	4	382	52.6	53.3	61.9
Some College	5	198	27.3	27.6	89.5
2 yr. Degree	6	44	6.1	6.1	95.7
4 yr. Degree	7	22	3.0	3.1	98.7
Grad. Degree	8	3	.4	.4	99.2
Other	9	6	.8	.8	100.0
	.	9	1.2	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 717 Missing Cases 9

14. During your assignment to USAREC, which awards did you receive?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Silver Badge w/stars	1	411	56.6	56.6	100.0
Gold Badge	1	243	33.5	33.5	100.0
Gold Badge w/sapphires	1	328	45.2	45.2	100.0
Recruiter Ring	1	47	6.5	6.5	100.0
Chief of Staff Award	1	124	17.1	17.1	100.0

15. During your last year in recruiting, how many leave days did you spend in the office?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
0 thru 6	1	377	51.9	57.4	57.4
7 thru 13	2	140	19.3	21.3	78.7
14 thru 20	3	87	12.0	13.2	91.9
21 thru 27	4	17	2.3	2.6	94.5
28 thru 34	5	21	2.9	3.2	97.7
35 thru 41	6	3	.4	.5	98.2
42 thru 48	7	4	.6	.6	98.8
49 thru 55	8	6	.8	.9	99.7
56 -	9	2	.2	.4	100.0
	.	69	9.5	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 657 Missing Cases 69

16. What was the Zip Code of your last recruiting assignment?

17. What year did you first enter active service?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	25	1	.1	.1	.1
	53	1	.1	.1	.3
	55	1	.1	.1	.4
	58	1	.1	.1	.6
	62	2	.3	.3	.8
	63	2	.3	.3	1.1
	64	2	.3	.3	1.4
	66	9	1.2	1.3	2.7
	67	10	1.4	1.4	4.1
	68	29	4.0	4.1	8.1
	69	22	3.0	3.1	11.2
	70	33	4.5	4.6	15.9
	71	46	6.3	6.5	22.3
	72	80	11.0	11.2	33.6
	73	84	11.6	11.8	45.4
	74	100	13.8	14.0	59.4
	75	130	17.9	18.3	77.7
	76	80	11.0	11.2	88.9
	77	50	6.9	7.0	95.9
	78	15	2.1	2.1	98.0
	79	6	.8	.8	98.9
	80	2	.3	.3	99.2
	81	1	.1	.1	99.3
	82	2	.3	.3	99.6
	83	2	.3	.3	99.9
	84	1	.1	.1	100.0
	.	14	1.9	MISSING	
	TOTAL	726	100.0	100.0	

Valid Cases 712 Missing Cases 14

18. What is your year of birth?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	23	1	.1	.1	.1
	43	1	.1	.1	.2
	44	3	.4	.4	.8
	45	3	.4	.4	1.3
	46	10	1.4	1.4	2.7
	47	18	2.5	2.5	5.2
	48	26	3.6	3.6	8.8
	49	45	6.2	6.3	15.1
	50	41	5.6	5.7	20.9
	51	45	6.2	6.3	27.2
	52	60	8.3	8.4	35.6
	53	63	8.7	8.8	44.4
	54	80	11.0	11.2	55.6
	55	87	12.0	12.2	67.8
	56	84	11.6	11.8	79.6
	57	69	9.5	9.7	89.2
	58	43	5.9	6.0	95.2
	59	26	3.6	3.6	98.9
	60	4	.6	.6	99.4
	61	4	.6	.6	100.0
	.	13	1.8	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 714 Missing Cases 12

19. How old were you when you were FIRST married?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	3	.4	.4	.4
16 thru 18	1	76	10.5	11.0	11.4
19 thru 21	2	309	42.6	44.7	56.2
22 thru 24	3	177	24.4	25.6	81.8
25 thru 27	4	82	11.3	11.9	93.6
28 thru 30	5	29	4.0	4.2	97.8
31 thru 33	6	10	1.4	1.4	99.3
34 thru 36	7	3	.4	.4	99.7
37 thru 39	8	1	.1	.1	99.9
49 thru 51	12	1	.1	.1	100.0
	.	35	4.8	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 691 Missing Cases 35

20. How many children do you have (if none, write "0")?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	78	10.7	11.0	11.0
	1	127	17.5	17.9	28.9
	2	323	44.5	45.5	74.4
	3	142	19.6	20.0	94.4
	4	27	3.7	3.8	98.2
	5	7	1.0	1.0	99.2
	6	3	.4	.4	99.6
	8	2	.3	.3	99.9
	10	1	.1	.1	100.0
	.	16	2.2	MISSING	
		-----	-----		
		TOTAL	726	100.0	100.0
Valid Cases	710	Missing Cases	16		

21. What is the age of your oldest child?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	43	5.9	6.5	6.5
	1	5	.7	.8	7.3
	2	13	1.8	2.0	9.2
	3	17	2.3	2.6	11.8
	4	13	1.8	2.0	13.7
	5	23	3.2	3.5	17.2
	6	31	4.3	4.7	21.9
	7	39	5.4	5.9	27.8
	8	50	6.9	7.6	35.3
	9	63	8.7	9.5	44.9
	10	59	8.1	8.9	53.8
	11	43	5.9	6.5	60.3
	12	47	6.5	7.1	67.4
	13	51	7.0	7.7	75.1
	14	49	6.7	7.4	82.5
	15	34	4.7	5.1	87.6
	16	20	2.8	3.0	90.6
	17	29	4.0	4.4	95.0
	18	11	1.5	1.7	96.7
	19	3	.4	.5	97.1
	20	8	1.1	1.2	98.3
	21	1	.1	.2	98.5
	22	4	.6	.6	99.1
	23	2	.3	.3	99.4
Valid Cases	662				
Missing Cases	64				
	24	1	.1	.2	99.5
	25	2	.3	.3	99.8
	26	1	.1	.2	100.0
	.	64	8.8	MISSING	
		-----	-----	-----	
		TOTAL	726	100.0	100.0

22. What was the Zip Code of your residence before you joined the Army?

23. How many days leave did you accrue and not use with USAREC?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	85	11.7	12.6	12.6
	1	1	.1	.1	12.7
	2	1	.1	.1	12.9
	4	1	.1	.1	13.0
	5	4	.6	.6	13.6
	6	1	.1	.1	13.8
	7	3	.4	.4	14.2
	8	1	.1	.1	14.4
	10	7	1.0	1.0	15.4
	11	3	.4	.4	15.9
	12	1	.1	.1	16.0
	14	1	.1	.1	16.1
	15	11	1.5	1.6	17.8
	16	1	.1	.1	17.9
	17	4	.6	.6	18.5
	19	1	.1	.1	18.7
	20	9	1.2	1.3	20.0
	24	1	.1	.1	20.1
	25	7	1.0	1.0	21.2
	26	3	.4	.4	21.6
	27	2	.3	.3	21.9
	30	47	6.5	7.0	28.9
	31	1	.1	.1	29.0
	33	1	.1	.1	29.2
	34	1	.1	.1	29.3
	35	11	1.5	1.6	31.0
	38	5	.7	.7	31.7
	39	2	.3	.3	32.0
	40	33	4.5	4.9	36.9
	41	2	.3	.3	37.2
	42	2	.3	.3	37.5
	43	1	.1	.1	37.6
	44	1	.1	.1	37.8
	45	59	8.1	8.7	46.5
	46	2	.3	.3	46.8
	48	3	.4	.4	47.3
	49	1	.1	.1	47.4
	50	30	4.1	4.4	51.9
	51	3	.4	.4	52.3
	52	5	.7	.7	53.0
	53	2	.3	.3	53.3
	54	4	.6	.6	53.9
	55	13	1.8	1.9	55.9
	56	5	.7	.7	56.6
	57	5	.7	.7	57.3

58	8	1.1	1.2	58.5
59	10	1.4	1.5	60.0
60	137	18.9	20.3	80.3
61	2	.3	.3	80.6
62	3	.4	.4	81.0
63	2	.3	.3	81.3
64	3	.4	.4	81.8
65	19	2.6	2.8	84.6
66	4	.6	.6	85.2
67	6	.8	.9	86.1
68	6	.8	.9	87.0
69	2	.3	.3	87.3
70	20	2.8	3.0	90.2
72	6	.8	.9	91.1
73	2	.3	.3	91.4
74	2	.3	.3	91.7
75	15	2.1	2.2	93.9
77	2	.3	.3	94.2
78	2	.3	.3	94.5
79	1	.1	.1	94.7
80	6	.8	.9	95.6
81	1	.1	.1	95.7
82	2	.3	.3	96.0
83	1	.1	.1	96.1
84	1	.1	.1	96.3
85	3	.4	.4	96.7
86	3	.4	.4	97.2
87	1	.1	.1	97.3
88	1	.1	.1	97.5
89	4	.6	.6	98.1
90	8	1.1	1.2	99.3
93	1	.1	.1	99.4
96	1	.1	.1	99.6
98	1	.1	.1	99.7
99	2	.3	.3	100.0
.	51	7.0	MISSING	

TOTAL	726	100.0	100.0
-------	-----	-------	-------

Valid Cases	675	Missing Cases	51
-------------	-----	---------------	----

24. What was/is the approximate distance from your place of duty to your residence?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	3	.4	.4	.4
	1	55	7.6	7.7	8.1
	2	58	8.0	8.1	16.2
	3	45	6.2	6.3	22.5
	4	25	3.4	3.5	26.0
	5	66	9.1	9.2	35.2
	6	29	4.0	4.1	39.2
	7	19	2.6	2.7	41.9
	8	27	3.7	3.8	45.7
	9	9	1.2	1.3	46.9
	10	72	9.9	10.1	57.0
	11	8	1.1	1.1	58.1
	12	22	3.0	3.1	61.2
	13	14	1.9	2.0	63.1
	14	11	1.5	1.5	64.7
	15	43	5.9	6.0	70.7
	16	7	1.0	1.0	71.6
	17	10	1.4	1.4	73.0
	18	9	1.2	1.3	74.3
	19	3	.4	.4	74.7
	20	34	4.7	4.7	79.5
	21	4	.6	.6	80.0
	22	11	1.5	1.5	81.6
	23	5	.7	.7	82.3
	24	3	.4	.4	82.7
	25	19	2.6	2.7	85.3
	27	4	.6	.6	85.9
	29	1	.1	.1	86.0
	30	34	4.7	4.7	90.8
	31	1	.1	.1	90.9
	32	1	.1	.1	91.1
	34	1	.1	.1	91.2
	35	18	2.5	2.5	93.7
	36	2	.3	.3	94.0
	38	3	.4	.4	94.4
	39	1	.1	.1	94.6
	40	10	1.4	1.4	95.9
	41	1	.1	.1	96.1
	42	1	.1	.1	96.2
	45	2	.3	.3	96.5
	50	8	1.1	1.1	97.6
	52	1	.1	.1	97.8
	55	1	.1	.1	97.9
	58	3	.4	.4	98.3
	59	1	.1	.1	98.5
	60	1	.1	.1	98.6

62	1	.1	.1	98.7
65	2	.3	.3	99.0
70	1	.1	.1	99.2
75	2	.3	.3	99.4
90	3	.4	.4	99.9
107	1	.1	.1	100.0
.	10	1.4	MISSING	
	-----	-----	-----	
TOTAL	726	100.0	100.0	

Valid Cases 716 Missing Cases 10

25. What was/is the approximate distance from your place of residence (while on recruiting duty) to the nearest full-service military installation (PX, commissary, Medical, etc.)?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	17	2.3	2.4	2.4
	1	20	2.8	2.8	5.2
	2	23	3.2	3.2	8.4
	3	8	1.1	1.1	9.5
	4	8	1.1	1.1	10.6
	5	20	2.8	2.8	13.4
	6	5	.7	.7	14.1
	7	8	1.1	1.1	15.2
	8	10	1.4	1.4	16.6
	9	2	.3	.3	16.9
	10	24	3.3	3.3	20.2
	11	1	.1	.1	20.3
	12	10	1.4	1.4	21.7
	13	2	.3	.3	22.0
	15	15	2.1	2.1	24.1
	17	2	.3	.3	24.4
	18	2	.3	.3	24.7
	19	2	.3	.3	24.9
	20	24	3.3	3.3	28.3
	22	2	.3	.3	28.6
	23	1	.1	.1	28.7
	25	17	2.3	2.4	31.1
	26	1	.1	.1	31.2
	27	1	.1	.1	31.3
	28	1	.1	.1	31.5
	30	14	1.9	1.9	33.4
	31	1	.1	.1	33.6
	32	1	.1	.1	33.7
	33	2	.3	.3	34.0
	35	13	1.8	1.8	35.8
	36	3	.4	.4	36.2

37	1	.1	.1	36.4
38	2	.3	.3	36.6
39	1	.1	.1	36.8
40	19	2.6	2.6	39.4
43	1	.1	.1	39.6
45	14	1.9	1.9	41.5
46	1	.1	.1	41.6
48	1	.1	.1	41.8
50	33	4.5	4.6	46.4
52	2	.3	.3	46.7
53	3	.4	.4	47.1
54	1	.1	.1	47.2
55	4	.6	.6	47.8
56	1	.1	.1	47.9
58	1	.1	.1	48.1
59	1	.1	.1	48.2
60	26	3.6	3.6	51.8
63	1	.1	.1	51.9
65	9	1.2	1.3	53.2
66	1	.1	.1	53.3
70	20	2.8	2.8	56.1
72	2	.3	.3	56.4
73	1	.1	.1	56.5
75	13	1.8	1.8	58.4
76	1	.1	.1	58.5
79	1	.1	.1	58.6
80	9	1.2	1.3	59.9
82	1	.1	.1	60.0
84	1	.1	.1	60.2
85	5	.7	.7	60.9
87	2	.3	.3	61.1
88	1	.1	.1	61.3
89	1	.1	.1	61.4
90	11	1.5	1.5	63.0
91	1	.1	.1	63.1
92	2	.3	.3	63.4
93	1	.1	.1	63.5
95	3	.4	.4	63.9
96	2	.3	.3	64.2
100	28	3.9	3.9	68.1
102	1	.1	.1	68.2
108	1	.1	.1	68.4
109	1	.1	.1	68.5
110	14	1.9	1.9	70.5
114	3	.4	.4	70.9
115	2	.3	.3	71.2
117	1	.1	.1	71.3
120	9	1.2	1.3	72.6
125	5	.7	.7	73.3
130	8	1.1	1.1	74.4
132	1	.1	.1	74.5

135	2	.3	.3	74.8
140	1	.1	.1	74.9
150	30	4.1	4.2	79.1
155	1	.1	.1	79.2
160	4	.6	.6	79.8
165	1	.1	.1	79.9
170	5	.7	.7	80.6
175	7	1.0	1.0	81.6
180	10	1.4	1.4	83.0
184	1	.1	.1	83.1
188	1	.1	.1	83.3
200	39	5.4	5.4	88.7
210	1	.1	.1	88.9
215	2	.3	.3	89.1
220	1	.1	.1	89.3
225	1	.1	.1	89.4
230	1	.1	.1	89.6
240	2	.3	.3	89.8
248	1	.1	.1	90.0
250	17	2.3	2.4	92.3
260	1	.1	.1	92.5
265	2	.3	.3	92.8
290	1	.1	.1	92.9
300	15	2.1	2.1	95.0
310	1	.1	.1	95.1
350	6	.8	.8	96.0
360	1	.1	.1	96.1
378	1	.1	.1	96.2
380	2	.3	.3	96.5
400	9	1.2	1.3	97.8
450	1	.1	.1	97.9
500	5	.7	.7	98.6
550	1	.1	.1	98.7
600	1	.1	.1	98.9
700	2	.3	.3	99.2
800	2	.3	.3	99.4
900	1	.1	.1	99.6
1000	1	.1	.1	99.7
1103	1	.1	.1	99.9
1200	1	.1	.1	100.0
.	8	1.1	MISSING	

TOTAL	726	100.0	100.0
-------	-----	-------	-------

Valid Cases	718	Missing Cases	8
-------------	-----	---------------	---

26. During your time as a recruiter, how many PCS moves did you make?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	360	49.6	50.3	50.3
	1	214	29.5	29.9	80.3
	2	91	12.5	12.7	93.0
	3	38	5.2	5.3	98.3
	4	5	.7	.7	99.0
	5	2	.3	.3	99.3
	6	3	.4	.4	99.7
	9	2	.3	.3	100.0
	.	11	1.5	MISSING	
	TOTAL	726	100.0	100.0	

Valid Cases 715 Missing Cases 11

27. While in recruiting, how many different duty locations did you service while living in the same residence?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	73	10.1	10.2	10.2
	1	250	34.4	35.0	45.2
	2	248	34.2	34.7	79.9
	3	110	15.2	15.4	95.2
	4	18	2.5	2.5	97.8
	5	7	1.0	1.0	98.7
	6	1	.1	.1	98.9
	7	1	.1	.1	99.0
	8	3	.4	.4	99.4
	11	2	.3	.3	99.7
	14	1	.1	.1	99.9
	20	1	.1	.1	100.0
	.	11	1.5	MISSING	
	TOTAL	726	100.0	100.0	

Valid Cases 715 Missing Cases 11

28. How many days of leave did you lose during your tour of duty with USAREC?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	522	71.9	73.7	73.7
	1	9	1.2	1.3	75.0
	2	11	1.5	1.6	76.6
	3	8	1.1	1.1	77.7
	4	5	.7	.7	78.4
	5	14	1.9	2.0	80.4
	6	7	1.0	1.0	81.4
	7	7	1.0	1.0	82.3
	8	6	.8	.8	83.2
	9	2	.3	.3	83.5
	10	20	2.8	2.8	86.3
	11	3	.4	.4	86.7
	12	9	1.2	1.3	88.0
	13	4	.6	.6	88.6
	14	5	.7	.7	89.3
	15	14	1.9	2.0	91.2
	16	1	.1	.1	91.4
	17	6	.8	.8	92.2
	18	1	.1	.1	92.4
	19	3	.4	.4	92.8
	20	11	1.5	1.6	94.4
	21	5	.7	.7	95.1
	22	2	.3	.3	95.3
	23	1	.1	.1	95.5
	25	2	.3	.3	95.8
	26	1	.1	.1	95.9
	27	1	.1	.1	96.0
	28	1	.1	.1	96.2
	30	9	1.2	1.3	97.5
	31	1	.1	.1	97.6
	34	1	.1	.1	97.7
	35	1	.1	.1	97.9
	40	3	.4	.4	98.3
	45	5	.7	.7	99.0
	47	1	.1	.1	99.2
	50	1	.1	.1	99.3
	53	1	.1	.1	99.4
	55	1	.1	.1	99.6
	60	2	.3	.3	99.9
	93	1	.1	.1	100.0
	.	18	2.5	MISSING	
TOTAL		726	100.0	100.0	
Valid Cases	708	Missing Cases	18		

29. How many times, on average, was your station visited or inspected (eg. USAREC, IG, Company, etc.) during one month?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	14	1.9	2.0	2.0
	1	169	23.3	23.9	25.9
	2	179	24.7	25.3	51.2
	3	94	12.9	13.3	64.5
	4	99	13.6	14.0	78.5
	5	38	5.2	5.4	83.9
	6	21	2.9	3.0	86.8
	7	4	.6	.6	87.4
	8	18	2.5	2.5	90.0
	9	3	.4	.4	90.4
	10	25	3.4	3.5	93.9
	11	1	.1	.1	94.1
	12	8	1.1	1.1	95.2
	13	1	.1	.1	95.3
	14	2	.3	.3	95.6
	15	12	1.7	1.7	97.3
	16	1	.1	.1	97.5
	18	1	.1	.1	97.6
	20	11	1.5	1.6	99.2
	25	1	.1	.1	99.3
	30	4	.6	.6	99.9
	50	1	.1	.1	100.0
	.	19	2.6	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 707 Missing Cases 19

30. During your last 24 months in USAREC, how many months did you accomplish your mission box?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	10	1.4	1.5	1.5
	1	5	.7	.8	2.3
	2	12	1.7	1.8	4.1
	3	7	1.0	1.1	5.1
	4	18	2.5	2.7	7.9
	5	21	2.9	3.2	11.0
	6	42	5.8	6.3	17.4
	7	15	2.1	2.3	19.6
	8	38	5.2	5.7	25.4
	9	9	1.2	1.4	26.7
	10	42	5.8	6.3	33.1
	11	14	1.9	2.1	35.2

12	61	8.4	9.2	44.4
13	9	1.2	1.4	45.8
14	29	4.0	4.4	50.2
15	40	5.5	6.0	56.2
16	21	2.9	3.2	59.4
17	8	1.1	1.2	60.6
18	56	7.7	8.5	69.0
19	18	2.5	2.7	71.8
20	71	9.8	10.7	82.5
21	16	2.2	2.4	84.9
22	33	4.5	5.0	89.9
23	23	3.2	3.5	93.4
24	43	5.9	6.5	99.8
25	1	.1	.2	100.0
.	64	8.8	MISSING	

TOTAL	726	100.0	100.0
-------	-----	-------	-------

Valid Cases 662 Missing Cases 64

31. Approximately how many people would you say you have talked with about recruiting duties since your return to your primary MOS/or since converting?

WHAT EFFECT HAS YOUR USAREC ASSIGNMENT HAD ON VARIOUS ASPECTS OF YOUR LIFE?

32. Using the scale provided, write the number (1-5) that best represents your feelings about each item in the space opposite the item:

Strong Positive Effect 1	Positive Effect 2	No Effect 3	Negative Effect 4	Strong Negative Effect 5
-----------------------------------	-------------------------	-------------------	-------------------------	-----------------------------------

a. Development of job skills

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	137	18.9	19.1	19.1
Positive Effect	2	276	38.0	38.4	57.4
No Effect	3	192	26.4	26.7	84.1
Negative Effect	4	48	6.6	6.7	90.8
Strong Negative Effect	5	66	9.1	9.2	100.0
.		7	1.0	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 719 Missing Cases 7

b. Self-confidence

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	270	37.2	37.5	37.5
Positive Effect	2	268	36.9	37.2	74.7
No Effect	3	109	15.0	15.1	89.9
Negative Effect	4	45	6.2	6.3	96.1
Strong Negative Effect	5	28	3.9	3.9	100.0
.	.	6	.8	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 720 Missing Cases 6

c. Leadership ability

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	142	19.6	19.7	19.7
Positive Effect	2	199	27.4	27.6	47.3
No Effect	3	274	37.7	38.0	85.3
Negative Effect	4	68	9.4	9.4	94.7
Strong Negative Effect	5	38	5.2	5.3	100.0
.	.	5	.7	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 721 Missing Cases 5

d. Ability to work with others as a team

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	188	25.9	26.1	26.1
Positive Effect	2	195	26.9	27.0	53.1
No Effect	3	257	35.4	35.6	88.8
Negative Effect	4	46	6.3	6.4	95.1
Strong Negative Effect	5	35	4.8	4.9	100.0
.	.	5	.7	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 721 Missing Cases 5

e. Respect for authority

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	94	12.9	13.1	13.1
Positive Effect	2	100	13.8	13.9	27.0
No Effect	3	276	38.0	38.4	65.4
Negative Effect	4	137	18.9	19.1	84.4
Strong Negative Effect	5	112	15.4	15.6	100.0
.	.	7	1.0	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 719 Missing Cases 7

f. Pride in self

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	251	34.6	34.8	34.8
Positive Effect	2	188	25.9	26.1	60.9
No Effect	3	207	28.5	28.7	89.6
Negative Effect	4	46	6.3	6.4	96.0
Strong Negative Effect	5	29	4.0	4.0	100.0
.	.	5	.7	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 721 Missing Cases 5

g. Openness to new ideas

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	170	23.4	23.6	23.6
Positive Effect	2	241	33.2	33.4	57.0
No Effect	3	240	33.1	33.3	90.3
Negative Effect	4	48	6.6	6.7	96.9
Strong Negative Effect	5	22	3.0	3.1	100.0
.	.	5	.7	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 721 Missing Cases 5

h. Pride in serving your country

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	240	33.1	33.3	33.3
Positive Effect	2	146	20.1	20.2	53.5
No Effect	3	256	35.3	35.5	89.0
Negative Effect	4	43	5.9	6.0	95.0
Strong Negative Effect	5	36	5.0	5.0	100.0
.	.	5	.7	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 721 Missing Cases 5

i. Ability to make friends

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	220	30.3	30.5	30.5
Positive Effect	2	184	25.3	25.5	56.0
No Effect	3	265	36.5	36.8	92.8
Negative Effect	4	25	3.4	3.5	96.3
Strong Negative Effect	5	27	3.7	3.7	100.0
.	.	5	.7	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 721 Missing Cases 5

j. Establishing independence

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	223	30.7	30.9	30.9
Positive Effect	2	176	24.2	24.4	55.3
No Effect	3	282	38.8	39.1	94.5
Negative Effect	4	20	2.8	2.8	97.2
Strong Negative Effect	5	20	2.8	2.8	100.0
.	.	5	.7	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 721 Missing Cases 5

k. Self discipline

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	212	29.2	29.4	29.4
Positive Effect	2	205	28.2	28.4	57.8
No Effect	3	261	36.0	36.2	94.0
Negative Effect	4	24	3.3	3.3	97.4
Strong Negative Effect	5	19	2.6	2.6	100.0
.	.	5	.7	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 721 Missing Cases 5

l. Relationship with your spouse

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	52	7.2	7.5	7.5
Positive Effect	2	60	8.3	8.6	16.1
No Effect	3	180	24.8	25.8	41.9
Negative Effect	4	235	32.4	33.7	75.6
Strong Negative Effect	5	170	23.4	24.4	100.0
.	.	29	4.0	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 697 Missing Cases 29

m. Relationship with your children

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
	0	2	.3	.3	.3
Strong Positive Effect	1	56	7.7	8.4	8.7
Positive Effect	2	53	7.3	8.0	16.7
No Effect	3	223	30.7	33.6	50.3
Negative Effect	4	218	30.0	32.8	83.1
Strong Negative Effect	5	112	15.4	16.9	100.0
.	.	62	8.5	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 664 Missing Cases 62

n. Opportunity to relate to the civilian environment

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strong Positive Effect	1	215	29.6	29.9	29.9
Positive Effect	2	259	35.7	36.0	65.8
No Effect	3	160	22.0	22.2	88.1
Negative Effect	4	48	6.6	6.7	94.7
Strong Negative Effect	5	38	5.2	5.3	100.0
.	.	6	.8	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 720 Missing Cases 6

CIRCLE THE ANSWER THAT BEST DESCRIBES YOUR FEELINGS ABOUT THE FOLLOWING QUESTIONS AND STATEMENTS.

33. When you talk about USAREC with friends or neighbors, how positive are you about recruiting duty?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Positive	1	121	16.7	17.0	17.0
Positive	2	205	28.2	28.8	45.9
Negative	3	273	37.6	38.4	84.2
Very Negative	4	112	15.4	15.8	100.0
.	.	15	2.1	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 711 Missing Cases 15

34. If a good friend of yours asked your advice about volunteering for an assignment with USAREC, would you:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Encourage	1	250	34.4	35.3	35.3
Discourage	2	335	46.1	47.3	82.6
Offer no advice	3	123	16.9	17.4	100.0
.	.	18	2.5	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 708 Missing Cases 18

35. Regarding supervision, USAREC provides:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Much too much	1	312	43.0	43.8	43.8
Too much	2	236	32.5	33.1	77.0
About right	3	127	17.5	17.8	94.8
Not enough	4	27	3.7	3.8	98.6
Not nearly enough	5	10	1.4	1.4	100.0
.	.	14	1.9	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 712 Missing Cases 14

36. What do you think is the major cause of improper recruiting practices? (MARK ONLY ONE)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Self pressure to make mission	1	78	10.7	11.0	11.0
Peer pressure to make mission	2	12	1.7	1.7	12.6
CO pressure to make mission	3	279	38.4	39.2	51.8
Btn. CO pressure to make miss.	4	100	13.8	14.0	65.9
Too much work/too little time	5	42	5.8	5.9	71.8
Standards too high	6	41	5.6	5.8	77.5
No way to get ahead in mission	7	47	6.5	6.6	84.1
Other	8	113	15.6	15.9	100.0
.	.	14	1.9	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 712 Missing Cases 14

37. What is the most attractive aspect of recruiting duty?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Special Duty Assgn. Pay	1	220	30.3	30.3	100.0
Working in the civ. community	1	152	20.9	20.9	100.0
Excercise of indep thought &	1	184	25.3	25.3	100.0
Geographic location	1	68	9.4	9.4	100.0
Other	1	153	21.1	21.1	100.0

38. What did(do) you like least about recruiting duty?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Pressure	1	245	33.7	33.7	100.0
Financial burden	1	79	10.9	10.9	100.0
Long hours	1	201	27.7	27.7	100.0
Location	1	53	7.3	7.3	100.0
Micro-management by USAREC	1	364	50.1	50.1	100.0
USAREC Administrative require	1	111	15.3	15.3	100.0
Other	1	88	12.1	12.1	100.0

39. What expenses did/do you incur at USAREC that are/were not adequately reimbursed?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Private vehicle use	1	235	32.4	32.4	100.0
POV parking fees at station	1	104	14.3	14.3	100.0
GOV parking fees	1	79	10.9	10.9	100.0
Lunches	1	129	17.8	17.8	100.0
Other	1	259	35.7	35.7	100.0

40. How much do/did each of these people go out of their way to ensure maintenance of your Quality of life during your assignment with USAREC?

a. Battalion Leadership

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	22	3.0	3.1	3.1
Pretty Much	2	50	6.9	7.0	10.1
Some	3	216	29.8	30.2	40.2
Not At All	4	349	48.1	48.7	89.0
No Such People	5	79	10.9	11.0	100.0
.	.	10	1.4	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 716 Missing Cases 10

b. Company Leadership (Company Commander & 1st Sgt)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	40	5.5	5.6	5.6
Pretty Much	2	83	11.4	11.6	17.2
Some	3	242	33.3	33.8	51.0
Not At All	4	290	39.9	40.6	91.6
No Such People	5	60	8.3	8.4	100.0
.	.	11	1.5	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 715 Missing Cases 11

c. Your immediate supervisor (e.g., Station Commander)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	89	12.3	12.9	12.9
Pretty Much	2	179	24.7	26.0	39.0
Some	3	213	29.3	31.0	69.9
Not At All	4	153	21.1	22.2	92.2
No Such People	5	54	7.4	7.8	100.0
.	.	38	5.2	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 688 Missing Cases 38

d. Other people at work

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	80	11.0	11.4	11.4
Pretty Much	2	194	26.7	27.6	38.9
Some	3	268	36.9	38.1	77.0
Not At All	4	105	14.5	14.9	91.9
No Such People	5	57	7.9	8.1	100.0
.	.	22	3.0	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 704 Missing Cases 22

e. Your spouse, friends and/or relatives

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	292	40.2	41.1	41.1
Pretty Much	2	227	31.3	32.0	73.1
Some	3	127	17.5	17.9	91.0
Not At All	4	46	6.3	6.5	97.5
No Such People	5	18	2.5	2.5	100.0
	.	16	2.2	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 710 Missing Cases 16

41. How EASY is/was it to talk with each of the following people?

a. Battalion Leadership

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	69	9.5	9.6	9.6
Pretty Much	2	158	21.8	22.0	31.7
Some	3	230	31.7	32.1	63.7
Not At All	4	227	31.3	31.7	95.4
No Such People	5	33	4.5	4.6	100.0
	.	9	1.2	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 717 Missing Cases 9

b. Company Leadership (Company Commander & 1st Sgt)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	125	17.2	17.4	17.4
Pretty Much	2	201	27.7	28.0	45.5
Some	3	222	30.6	31.0	76.4
Not At All	4	148	20.4	20.6	97.1
No Such People	5	21	2.9	2.9	100.0
	.	9	1.2	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 717 Missing Cases 9

c. Your immediate supervisor (e.g., Station Commander)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	216	29.8	31.6	31.6
Pretty Much	2	217	29.9	31.7	63.3
Some	3	131	18.0	19.2	82.5
Not At All	4	76	10.5	11.1	93.6
No Such People	5	44	6.1	6.4	100.0
	.	42	5.8	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 684 Missing Cases 42

d. Other people at work

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	338	46.6	47.9	47.9
Pretty Much	2	250	34.4	35.4	83.3
Some	3	72	9.9	10.2	93.5
Not At All	4	13	1.8	1.8	95.3
No Such People	5	33	4.5	4.7	100.0
	.	20	2.8	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 706 Missing Cases 20

e. Your spouse, friends and/or relatives

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	415	57.2	57.9	57.9
Pretty Much	2	183	25.2	25.5	83.4
Some	3	88	12.1	12.3	95.7
Not At All	4	24	3.3	3.3	99.0
No Such People	5	7	1.0	1.0	100.0
	.	9	1.2	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 717 Missing Cases 9

42. How much can/could you rely on these people when things get tough at work?

a. Battalion Leadership

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	42	5.8	5.9	5.9
Pretty Much	2	52	7.2	7.3	13.1
Some	3	190	26.2	26.5	39.6
Not At All	4	353	48.6	49.2	88.8
No Such People	5	80	11.0	11.2	100.0
.	.	9	1.2	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 717 Missing Cases 9

b. Company Leadership (Company Commander & 1st Sgt)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	66	9.1	9.2	9.2
Pretty Much	2	100	13.8	14.0	23.2
Some	3	236	32.5	33.0	56.1
Not At All	4	262	36.1	36.6	92.7
No Such People	5	52	7.2	7.3	100.0
.	.	10	1.4	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 716 Missing Cases 10

c. Your immediate supervisor (e.g., Station Commander)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	127	17.5	18.6	18.6
Pretty Much	2	170	23.4	24.9	43.5
Some	3	201	27.7	29.5	73.0
Not At All	4	128	17.6	18.8	91.8
No Such People	5	56	7.7	8.2	100.0
.	.	44	6.1	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 682 Missing Cases 44

d. Other people at work

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	164	22.6	23.2	23.2
Pretty Much	2	260	35.8	36.8	60.0
Some	3	188	25.9	26.6	86.6
Not At All	4	57	7.9	8.1	94.6
No Such People	5	38	5.2	5.4	100.0
	.	19	2.6	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 707 Missing Cases 19

e. Your spouse, friends and/or relatives

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	364	50.1	50.9	50.9
Pretty Much	2	178	24.5	24.9	75.8
Some	3	118	16.3	16.5	92.3
Not At All	4	39	5.4	5.5	97.8
No Such People	5	16	2.2	2.2	100.0
	.	11	1.5	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 715 Missing Cases 11

43. How much is/was each of the following people willing to listen to your personal problems?

a. Battalion Leadership

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	46	6.3	6.5	6.5
Pretty Much	2	66	9.1	9.4	15.9
Some	3	223	30.7	31.6	47.5
Not At All	4	296	40.8	42.0	89.5
No Such People	5	74	10.2	10.5	100.0
	.	21	2.9	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 705 Missing Cases 21

b. Company Leadership (Company Commander & 1st Sgt)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	73	10.1	10.3	10.3
Pretty Much	2	120	16.5	16.9	27.3
Some	3	246	33.9	34.7	62.0
Not At All	4	222	30.6	31.4	93.4
No Such People	5	47	6.5	6.6	100.0
.	.	18	2.5	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 708 Missing Cases 18

c. Your immediate supervisor (e.g., Station Commander)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	140	19.3	20.6	20.6
Pretty Much	2	174	24.0	25.6	46.2
Some	3	209	28.8	30.7	76.9
Not At All	4	106	14.6	15.6	92.5
No Such People	5	51	7.0	7.5	100.0
.	.	46	6.3	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 680 Missing Cases 46

d. Other people at work

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very Much	1	177	24.4	25.3	25.3
Pretty Much	2	250	34.4	35.7	61.0
Some	3	190	26.2	27.1	88.1
Not At All	4	41	5.6	5.9	94.0
No Such People	5	42	5.8	6.0	100.0
.	.	26	3.6	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 700 Missing Cases 26

e. Your spouse, friends and/or relatives

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very much	1	438	60.3	61.4	61.4
Pretty much	2	161	22.2	22.6	84.0
Some	3	89	12.3	12.5	96.5
Not at all	4	16	2.2	2.2	98.7
No such people	5	9	1.2	1.3	100.0
.		13	1.8	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 713 Missing Cases 13

BELOW is a list of complaints and/or comments recruiters have about being detailed to USAREC.

44. CIRCLE the number(s) of the ONE(S) that apply to you:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Officers ignore performance	1	387	53.3	100.0	100.0
Recruiting skills not relevant	1	27	3.7	100.0	100.0
Less chance for promotion	1	110	15.2	100.0	100.0
Poor NCO Leadership	1	216	29.8	100.0	100.0
Too many PCS Moves	1	30	4.1	100.0	100.0
Pay Insufficient	1	291	40.1	100.0	100.0
Long working hours	1	532	73.3	100.0	100.0
No credit for past performance	1	481	66.3	100.0	100.0
Family separation	1	289	39.8	100.0	100.0
Unable to go to school/college	1	450	62.0	100.0	100.0
Couldn't get educ. or skills	1	129	17.8	100.0	100.0
Couldn't get along w/coworkers	1	19	2.6	100.0	100.0
Caused problems at home	1	341	47.0	100.0	100.0
No interesting/challenging work	1	74	10.2	100.0	100.0
Family support inadequate	1	341	47.0	100.0	100.0
NCOS treated like privates	1	579	79.8	100.0	100.0
Officers don't understand	1	472	65.0	100.0	100.0

45. BELOW IS A LIST OF CHARACTERISTICS ASSOCIATED WITH ARMY CAREERS. USING THE SCALE BELOW, INDICATE HOW YOU ARE MORE LIKELY TO ACHIEVE THESE BENEFITS.

a. Chance for adventure

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	89	12.3	12.5	12.5
More likely before	2	470	64.7	65.8	78.3
Equally likely	3	155	21.3	21.7	100.0
	.	12	1.7	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 714 Missing Cases 12

b. Promotion opportunities

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	419	57.7	58.6	58.6
More likely before	2	167	23.0	23.4	82.0
Equally likely	3	129	17.8	18.0	100.0
	.	11	1.5	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 715 Missing Cases 11

c. Quality leadership

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	64	8.8	9.0	9.0
More likely before	2	493	67.9	69.0	78.0
Equally likely	3	157	21.6	22.0	100.0
	.	12	1.7	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 714 Missing Cases 12

d. Opportunity for a stable home life

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	95	13.1	13.3	13.3
More likely before	2	511	70.4	71.6	84.9
Equally likely	3	108	14.9	15.1	100.0
	.	12	1.7	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	714	Missing Cases	12		

e. Personal freedom

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	225	31.0	31.5	31.5
More likely before	2	374	51.5	52.4	83.9
Equally likely	3	115	15.8	16.1	100.0
	.	12	1.7	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	714	Missing Cases	12		

f. Opportunities for continued self-improvement & development

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	71	9.8	9.9	9.9
More likely before	2	530	73.0	74.2	84.2
Equally likely	3	113	15.6	15.8	100.0
	.	12	1.7	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	714	Missing Cases	12		

g. Development of community ties

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	481	66.3	67.7	67.7
More likely before	2	122	16.8	17.2	84.8
Equally likely	3	108	14.9	15.2	100.0
	.	15	2.1	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	711	Missing Cases	15		

h. Recreation opportunities

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	70	9.6	9.8	9.8
More likely before	2	530	73.0	74.1	83.9
Equally likely	3	115	15.8	16.1	100.0
	.	11	1.5	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	715	Missing Cases	11		

i. Credit for doing a good job

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	151	20.8	21.2	21.2
More likely before	2	396	54.5	55.6	76.8
Equally likely	3	165	22.7	23.2	100.0
	.	14	1.9	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	712	Missing Cases	14		

j. Travel opportunities

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	90	12.4	12.6	12.6
More likely before	2	523	72.0	73.2	85.9
Equally likely	3	101	13.9	14.1	100.0
	.	12	1.7	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	714	Missing Cases	12		

k. Physical training and challenge

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	6	.8	.8	.8
More likely before	2	629	86.6	88.1	88.9
Equally likely	3	79	10.9	11.1	100.0
	.	12	1.7	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	714	Missing Cases	12		

1. Chance to learn valuable trade/skill

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	107	14.7	15.1	15.1
More likely before	2	396	54.5	55.8	70.8
Equally likely	3	207	28.5	29.2	100.0
	.	16	2.2	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	710	Missing Cases	16		

m. Job security

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	37	5.1	5.2	5.2
More likely before	2	486	66.9	68.3	73.5
Equally likely	3	189	26.0	26.5	100.0
	.	14	1.9	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	712	Missing Cases	14		

n. Good income

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	301	41.5	42.3	42.3
More likely before	2	183	25.2	25.7	68.1
Equally likely	3	227	31.3	31.9	100.0
	.	15	2.1	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	711	Missing Cases	15		

o. Having much in common with co-workers

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	123	16.9	17.3	17.3
More likely before	2	327	45.0	45.9	63.2
Equally likely	3	262	36.1	36.8	100.0
	.	14	1.9	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	712	Missing Cases	14		

p. Support services for family life

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	17	2.3	2.4	2.4
More likely before	2	630	86.8	88.9	91.3
Equally likely	3	62	8.5	8.7	100.0
	.	17	2.3	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	709	Missing Cases	17		

q. Leadership development

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	65	9.0	9.1	9.1
More likely before	2	519	71.5	72.7	81.8
Equally likely	3	130	17.9	18.2	100.0
	.	12	1.7	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	714	Missing Cases	12		

r. Enjoyable work

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	87	12.0	12.2	12.2
More likely before	2	442	60.9	62.1	74.3
Equally likely	3	183	25.2	25.7	100.0
	.	14	1.9	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	712	Missing Cases	14		

s. Good environment for rearing children

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	123	16.9	17.5	17.5
More likely before	2	420	57.9	59.7	77.2
Equally likely	3	160	22.0	22.8	100.0
	.	23	3.2	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	703	Missing Cases	23		

t. Opportunities for making friends

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
More likely w/USAREC	1	174	24.0	24.4	24.4
More likely before	2	249	34.3	35.0	59.4
Equally likely	3	289	39.8	40.6	100.0
.	.	14	1.9	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 712 Missing Cases 14

46. USE THE SCALE BELOW TO EXPRESS YOUR REACTION TO THE FOLLOWING STATEMENTS.

a. USAREC management systems (ie. PMS) help make mission.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly agree	2	33	4.5	4.6	4.6
Agree	3	212	29.2	29.4	34.0
Undecided	4	90	12.4	12.5	46.5
Disagree	5	209	28.8	29.0	75.5
Strongly disagree	6	177	24.4	24.5	100.0
.	.	5	.7	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 721 Missing Cases 5

b. DEP events help mission accomplishment.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Strongly Agree	2	176	24.2	24.4	24.4
Agree	3	325	44.8	45.1	69.6
Undecided	4	89	12.3	12.4	81.9
Disagree	5	96	13.2	13.3	95.3
Strongly Disagree	6	34	4.7	4.7	100.0
.	.	6	.8	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 720 Missing Cases 6

c. The required paperwork helps make mission.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NA	1	1	.1	.1	.1
Strongly Agree	2	17	2.3	2.4	2.5
Agree	3	76	10.5	10.5	13.0
Undecided	4	95	13.1	13.2	26.2
Disagree	5	322	44.4	44.7	70.9
Strongly Disagree	6	210	28.9	29.1	100.0
.	.	5	.7	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 721 Missing Cases 5

d. The market is sufficient to make mission box.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NA	1	2	.3	.3	.3
Strongly Agree	2	46	6.3	6.4	6.7
Agree	3	161	22.2	22.4	29.1
Undecided	4	105	14.5	14.6	43.7
Disagree	5	250	34.4	34.8	78.6
Strongly Disagree	6	154	21.2	21.4	100.0
.	.	8	1.1	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 718 Missing Cases 8

e. Greater than authorized station strength helps make mission.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NA	1	8	1.1	1.1	1.1
Strongly Agree	2	28	3.9	3.9	5.0
Agree	3	90	12.4	12.6	17.6
Undecided	4	98	13.5	13.7	31.3
Disagree	5	257	35.4	35.9	67.2
Strongly Disagree	6	235	32.4	32.8	100.0
.	.	10	1.4	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 716 Missing Cases 10

f. I had more work than one person can handle.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NA	1	7	1.0	1.0	1.0
Strongly Agree	2	124	17.1	17.2	18.2
Agree	3	174	24.0	24.2	42.4
Undecided	4	119	16.4	16.6	59.0
Disagree	5	251	34.6	34.9	93.9
Strongly Disagree	6	44	6.1	6.1	100.0
.	.	7	1.0	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 719 Missing Cases 7

g. My USAREC assignment helped my Army career.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NA	1	8	1.1	1.1	1.1
Strongly Agree	2	165	22.7	23.0	24.2
Agree	3	148	20.4	20.7	44.8
Undecided	4	175	24.1	24.4	69.3
Disagree	5	88	12.1	12.3	81.6
Strongly Disagree	6	132	18.2	18.4	100.0
.	.	10	1.4	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 716 Missing Cases 10

h. I received adequate logistical support to accomplish mission box.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NA	1	4	.6	.6	.6
Strongly Agree	2	221	30.4	30.7	31.2
Agree	3	365	50.3	50.6	81.8
Undecided	4	33	4.5	4.6	86.4
Disagree	5	81	11.2	11.2	97.6
Strongly Disagree	6	17	2.3	2.4	100.0
.	.	5	.7	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 721 Missing Cases 5

i. The Finance and Accounting Office provides responsive support in resolving pay problems.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NA	1	41	5.6	5.7	5.7
Strongly Agree	2	102	14.0	14.2	20.0
Agree	3	255	35.1	35.6	55.6
Undecided	4	118	16.3	16.5	72.1
Disagree	5	125	17.2	17.5	89.5
Strongly Disagree	6	75	10.3	10.5	100.0
.	.	10	1.4	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 716 Missing Cases 10

j. The Hometown Recruiter Assistance Program (HRAP) contributes significantly to making mission.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NA	1	48	6.6	6.7	6.7
Strongly Agree	2	130	17.9	18.1	24.8
Agree	3	165	22.7	23.0	47.8
Undecided	4	128	17.6	17.9	65.7
Disagree	5	148	20.4	20.6	86.3
Strongly Disagree	6	98	13.5	13.7	100.0
.	.	9	1.2	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 717 Missing Cases 9

k. The mileage restrictions placed on government vehicles did not impede my ability to do my job.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NA	1	38	5.2	5.4	5.4
Strongly Agree	2	104	14.3	14.7	20.1
Agree	3	275	37.9	38.8	58.9
Undecided	4	79	10.9	11.2	70.1
Disagree	5	133	18.3	18.8	88.8
Strongly Disagree	6	79	10.9	11.2	100.0
.	.	18	2.5	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 708 Missing Cases 18

1. Command emphasis on preventing improper recruiting practices is adequate.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
NA	1	3	.4	.4	.4
Strongly Agree	2	141	19.4	19.7	20.1
Agree	3	291	40.1	40.6	60.7
Undecided	4	76	10.5	10.6	71.3
Disagree	5	113	15.6	15.8	87.0
Strongly Disagree	6	93	12.8	13.0	100.0
.	.	9	1.2	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 717 Missing Cases 9

47. BELOW IS A LIST OF USAREC PROGRAMS AND REQUIREMENTS. RATE EACH ACCORDING TO THE SCALE BELOW.

a. JOIN

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	14	1.9	2.0	2.0
Useless	1	52	7.2	7.4	9.4
Mediocre	2	209	28.8	29.9	39.3
Positive	3	425	58.5	60.7	100.0
.	.	26	3.6	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 700 Missing Cases 26

b. REACT

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	54	7.4	7.6	7.6
Useless	1	191	26.3	27.0	34.7
Mediocre	2	313	43.1	44.3	78.9
Positive	3	149	20.5	21.1	100.0
.	.	19	2.6	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	

Valid Cases 707 Missing Cases 19

c. LRLs

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	9	1.2	1.3	1.3
Useless	1	18	2.5	2.5	3.8
Mediocre	2	165	22.7	23.1	26.9
Positive	3	521	71.8	73.1	100.0
	.	13	1.8	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 713 Missing Cases 13

d. 200 cards

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	3	.4	.4	.4
Useless	1	20	2.8	2.8	3.2
Mediocre	2	187	25.8	26.2	29.5
Positive	3	503	69.3	70.5	100.0
	.	13	1.8	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 713 Missing Cases 13

e. Special Advertising Material (SAM) Kit

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	29	4.0	5.0	5.0
Useless	1	196	27.0	33.6	38.5
Mediocre	2	224	30.9	38.4	76.9
Positive	3	135	18.6	23.1	100.0
	.	142	19.6	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 584 Missing Cases 142

f. HRAP

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	46	6.3	6.9	6.9
Useless	1	162	22.3	24.5	31.4
Mediocre	2	213	29.3	32.2	63.6
Positive	3	241	33.2	36.4	100.0
	.	64	8.8	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 662 Missing Cases 64

g. Sourcebook

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	32	4.4	5.0	5.0
Useless	1	212	29.2	33.0	38.0
Mediocre	2	278	38.3	43.3	81.3
Positive	3	120	16.5	18.7	100.0
	.	84	11.6	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 642 Missing Cases 84

h. Your Own Initiative

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	2	.3	.3	.3
Useless	1	24	3.3	3.4	3.7
Mediocre	2	56	7.7	8.0	11.7
Positive	3	619	85.3	88.3	100.0
	.	25	3.4	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 701 Missing Cases 25

i. USAR Scholar/Athlete Program

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	47	6.5	6.8	6.8
Useless	1	280	38.6	40.2	47.0
Mediocre	2	239	32.9	34.3	81.3
Positive	3	130	17.9	18.7	100.0
	.	30	4.1	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 696 Missing Cases 30

j. Total Army Involvement in Recruiting (TAIR)

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	21	2.9	3.0	3.0
Useless	1	75	10.3	10.9	13.9
Mediocre	2	252	34.7	36.5	50.4
Positive	3	342	47.1	49.6	100.0
	.	36	5.0	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 690 Missing Cases 36

k. TTE (Transitional Training and Evaluation) Program

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	68	9.4	9.8	9.8
Useless	1	152	20.9	21.9	31.7
Mediocre	2	206	28.4	29.7	61.4
Positive	3	268	36.9	38.6	100.0
	.	32	4.4	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 694 Missing Cases 32

1. Prospect Data Record

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Negative	0	29	4.0	4.2	4.2
Useless	1	96	13.2	13.8	18.0
Mediocre	2	303	41.7	43.5	61.5
Positive	3	268	36.9	38.5	100.0
	.	30	4.1	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 696 Missing Cases 30

48. USE THE SCALE PROVIDED TO RATE EACH OF THE STATEMENTS BELOW.

a. I hate giving up before I'm absolutely licked.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very True	1	522	71.9	72.8	72.8
	2	122	16.8	17.0	89.8
	3	25	3.4	3.5	93.3
Neither True Nor Untrue	4	21	2.9	2.9	96.2
	5	6	.8	.8	97.1
	6	5	.7	.7	97.8
Not True At All	7	16	2.2	2.2	100.0
	.	9	1.2	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 717 Missing Cases 9

b. Sometimes I feel that I shouldn't be working so hard, but something drives me on.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very True	1	360	49.6	50.1	50.1
	2	220	30.3	30.6	80.8
	3	66	9.1	9.2	90.0
Neither True Nor Untrue	4	57	7.9	7.9	97.9
	5	3	.4	.4	98.3
	6	4	.6	.6	98.9
Not True At All	7	8	1.1	1.1	100.0
	.	8	1.1	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	

Valid Cases 718 Missing Cases 8

c. I thrive on challenging situations: the more challenges I have, the better.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very True	1	266	36.6	37.0	37.0
	2	220	30.3	30.6	67.7
	3	135	18.6	18.8	86.5
Neither True Nor Untrue	4	81	11.2	11.3	97.8
	5	9	1.2	1.3	99.0
	6	3	.4	.4	99.4
Not True At All	7	4	.6	.6	100.0
	.	8	1.1	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	
Valid Cases	718	Missing Cases	8		

d. In comparison to most people I know, I'm very involved in my work.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very True	1	355	48.9	49.4	49.4
	2	223	30.7	31.1	80.5
	3	81	11.2	11.3	91.8
Neither True Nor Untrue	4	52	7.2	7.2	99.0
	5	6	.8	.8	99.9
Not True At All	7	1	.1	.1	100.0
	.	8	1.1	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	
Valid Cases	718	Missing Cases	8		

e. It seems as if I need 30 hours a day to finish all the things I'm faced with.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very True	1	191	26.3	26.6	26.6
	2	110	15.2	15.3	41.9
	3	100	13.8	13.9	55.8
Neither True Nor Untrue	4	164	22.6	22.8	78.6
	5	47	6.5	6.5	85.1
	6	34	4.7	4.7	89.8
Not True At All	7	73	10.1	10.2	100.0
	.	7	1.0	MISSING	
		-----	-----	-----	
TOTAL		726	100.0	100.0	
Valid Cases	719	Missing Cases	7		

f. In general, I approach my work more seriously than most people I know.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very True	1	261	36.0	36.4	36.4
	2	234	32.2	32.6	68.9
	3	98	13.5	13.6	82.6
Neither True Nor Untrue	4	103	14.2	14.3	96.9
	5	11	1.5	1.5	98.5
	6	7	1.0	1.0	99.4
Not True At All	7	4	.6	.6	100.0
	.	8	1.1	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 718 Missing Cases 8

g. I guess there are some people who can be nonchalant about their work, but I'm not one of them.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very True	1	277	38.2	38.7	38.7
	2	225	31.0	31.4	70.1
	3	93	12.8	13.0	83.1
Neither True Nor Untrue	4	94	12.9	13.1	96.2
	5	11	1.5	1.5	97.8
	6	8	1.1	1.1	98.9
Not True At All	7	8	1.1	1.1	100.0
	.	10	1.4	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 716 Missing Cases 10

h. My achievements are considered to be significantly higher than those of most people I know.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very True	1	227	31.3	31.6	31.6
	2	227	31.3	31.6	63.2
	3	106	14.6	14.8	78.0
Neither True Nor Untrue	4	131	18.0	18.2	96.2
	5	13	1.8	1.8	98.1
	6	9	1.2	1.3	99.3
Not True At All	7	5	.7	.7	100.0
	.	8	1.1	MISSING	
TOTAL		726	100.0	100.0	
Valid Cases	718	Missing Cases	8		

i. I've often been asked to be a leader of some group or groups.

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Very True	1	247	34.0	34.6	34.6
	2	234	32.2	32.8	67.4
	3	102	14.0	14.3	81.7
Neither True Nor Untrue	4	87	12.0	12.2	93.8
	5	18	2.5	2.5	96.4
	6	6	.8	.8	97.2
Not True At All	7	20	2.8	2.8	100.0
	.	12	1.7	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 714 Missing Cases 12

49. If you had it to do all over again, would you covert to the OOR MOS?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Definitely YES	1	111	15.3	15.7	15.7
Probably YES	2	177	24.4	25.0	40.7
Probably NOT	3	154	21.2	21.8	62.4
Definitely NOT	4	266	36.6	37.6	100.0
	.	18	2.5	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 708 Missing Cases 18

ANSWER THE FOLLOWING QUESTIONS ONLY IF YOU DID NOT RECLASSIFY TO THE OOR MOS

52. What is your primary MOS?

53. What was your marital status when you left USAREC?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Married	1	391	53.9	83.2	83.2
Widowed	2	2	.3	.4	83.6
Divorced	3	33	4.5	7.0	90.6
Separated	4	29	4.0	6.2	96.8
Single	5	15	2.1	3.2	100.0
	.	256	35.3	MISSING	
TOTAL		726	100.0	100.0	

Valid Cases 470 Missing Cases 256

54. What was your pay grade when you left USAREC?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
E5	5	10	1.4	2.1	2.1
E6	6	251	34.6	52.3	54.4
E7	7	215	29.6	44.8	99.2
E8	8	4	.6	.8	100.0
	.	246	33.9	MISSING	
		-----	-----	-----	
	TOTAL	726	100.0	100.0	
Valid Cases	480	Missing Cases	246		

55. Circle what (was/would have been) the greatest incentive for you to remain on recruiting status for another tour?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Choice of assignments	1	107	14.7	14.7	100.0
Modify 4/5 rule	1	34	4.7	4.7	100.0
Reduce Emph. on Mission Box	1	102	14.0	14.0	100.0
Reduce Emph on over production	1	128	17.6	17.6	100.0
Increase SDAP	1	47	6.5	6.5	100.0
Other	1	104	14.3	14.3	100.0
Nothing would work as incentive	1	168	23.1	23.1	100.0

56. What was the primary reason you decided not to reclassify to MOS OOR?

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
Promotion potential	1	22	3.0	3.0	100.0
Choice of location	1	51	7.0	7.0	100.0
SDAP	1	8	1.1	1.1	100.0
Personal satisfaction	1	127	17.5	17.5	100.0
USAREC Micro-management	1	212	29.2	29.2	100.0
Required to repay re-up bonus	1	25	3.4	3.4	100.0
Required time away from family	1	155	21.3	21.3	100.0

57. Would you have been more likely to convert to OOR MOS if you were assigned:

Value Label	Value	Frequency	Percent	Valid Percent	Cum Percent
In or near hometown	1	131	18.0	18.0	100.0
Away from hometown	1	12	1.7	1.7	100.0
Location similar to hometown	1	38	5.2	5.2	100.0
Would make no difference	1	279	38.4	38.4	100.0