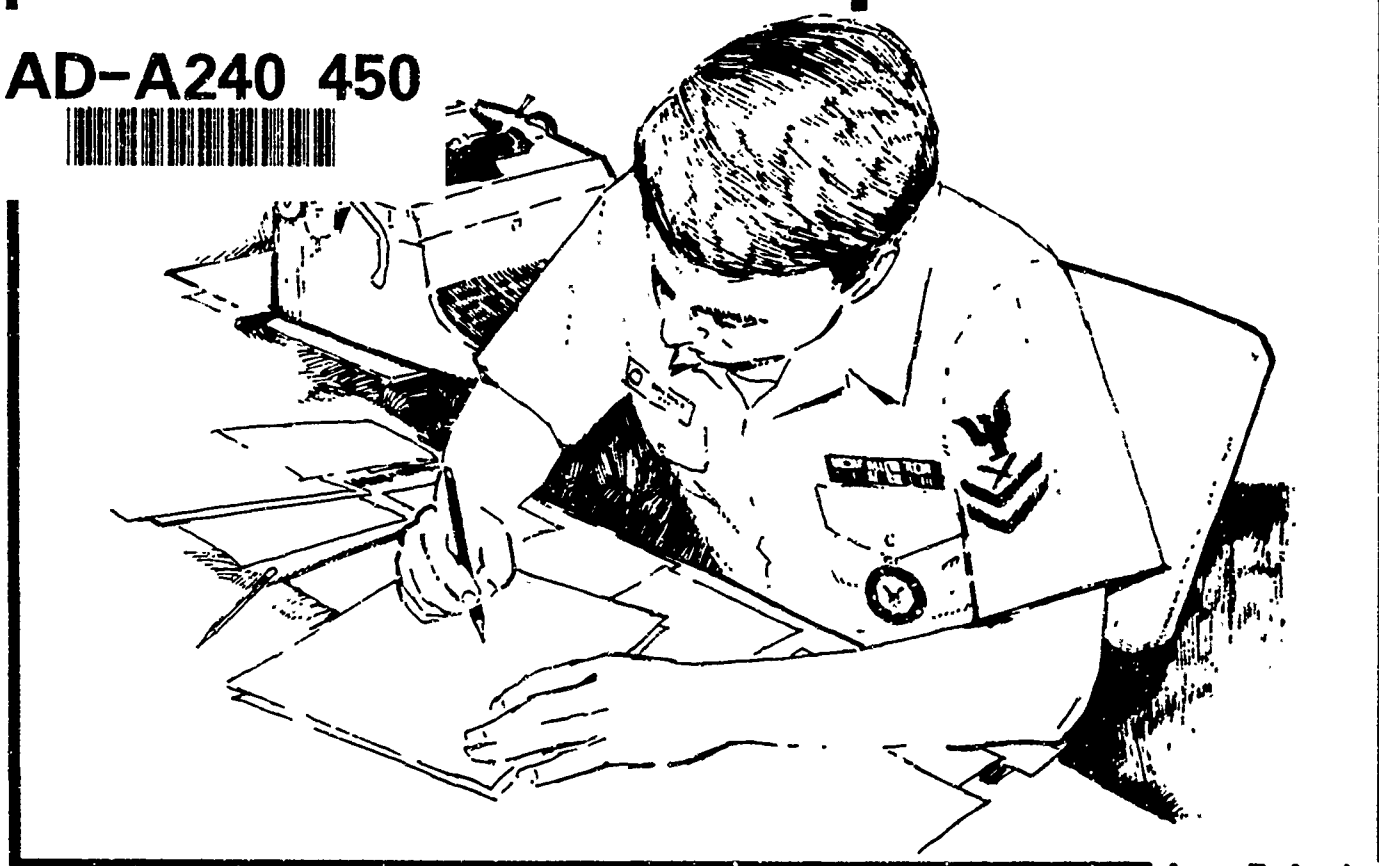


2



Navy Recruiter Survey: Content Analysis of Free Response Data

AD-A240 450



Anne E. Aunins
Kenna E. Sander
Patrick W. Giannetto
Sandra J. Wilson

DTIC
ELECTE
SEP 18 1991
S D

91-10853



9 1 9 17 056

FOREWORD

A Recruiting Long-Range Plan Study Group was convened by the Commander, Navy Recruiting Command at the request of the Chief of Naval Personnel. The group had its initial session in January 1989. The group tasked the Navy Personnel Research and Development Center to conduct a survey of all production recruiters.

This report contains the analyses of free response data obtained in the Navy Recruiter Survey. This report is fourth in a series. It is provided as a companion to *Navy Recruiter Survey: Management Overview* (NPRDC-TR-89-16), *Navy Recruiter Survey: Responses by Navy Recruiting Area* (NPRDC-TN-89-22), and *Navy Recruiter Survey: Interview Phase* (NPRDC-TN-89-16).

Research described in this report was performed under program element 0603720N, work unit R1772, sponsored by the Navy Recruiting Command.

Any questions about this technical note can be directed to Emanuel P. Somer, Head, Evaluation and Survey Research Division, 619-553-9248 or AUTOVON 553-9248.

JULES I. BORACK
Director, Personnel Systems Department



Accession For	
NTIS	CRA21
DTIC	TAB
Unannounced	
Justification:	
By _____	
Distribution /	
Availability, Control	
Dist	Availability for Special
A-1	

REPORT DOCUMENTATION PAGE			Form Approved OMB No. 0704-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the				
1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE March 1990		3. REPORT TYPE AND DATE COVERED Technical Note 1989-1990
4. TITLE AND SUBTITLE Navy Recruiter Survey: Content Analysis of Free Response Data			5. FUNDING NUMBERS Program Element 0603720N Work Unit R1772	
6. AUTHOR(S) Anne E. Aunins, Kenna E. Sander, Patrick W. Giannetto, Sandra J. Wilson				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Navy Personnel Research and Development Center San Diego, California 92152-6800			6. PERFORMING ORGANIZATION REPORT NUMBER NPRDC-TN-90-14	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) Navy Recruiting Command 4015 Wilson Blvd. Arlington, VA 22203			10. SPONSORING/MONITORING AGENCY REPORT NUMBER	
11. SUPPLEMENTARY NOTES				
12a. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.			12b. DISTRIBUTION CODE A	
13. ABSTRACT (Maximum 200 words) Presents the comprehensive results from the content analysis of the Navy Recruiter Survey. The survey was conducted by NAVPERSRANDCEN in February 1989, at the direction of the Recruiting Long-Range Plan Study Group. The survey was administered to all production Navy recruiters. Of the available 3,498 production recruiters, 3,315 (94.8%) responded to the survey. Sixty percent (1,996) of the survey sample responded to the free response section. Out of that group, 1,935 were utilized in the content analysis. The results are discussed under the following subjects: sample characteristics working hours, quality of work life (QWL), goals, family conflict, motivational techniques, supervision, stress, duty requirements, monthly quotas, and training. Key recommendations were developed under these groupings: positive findings, negative findings, and recruiter recommendations.				
14. SUBJECT TERMS Recruiting, quality of life, selection and assignment, incentives, goaling, support issues, rewards and training			15. NUMBER OF PAGES 92	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED	18. SECURITY CLASSIFICATION OF THIS PAGE UNCLASSIFIED	19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT UNLIMITED	

SUMMARY

This report presents the comprehensive results from the content analysis of the Navy Recruiter Survey. The survey was conducted by the Navy Personnel Research and Development Center in February 1989, at the direction of the Recruiting Long-Range Plan Study Group. The survey was administered to all production Navy recruiters. Of the available 3,498 production recruiters, 3,315 (94.8%) responded to the survey. Sixty percent (1,996) of the survey sample responded to the free response section. Out of that group, 1,935 were utilized in the content analysis.

The results are discussed under the following subjects: sample characteristics, working hours, quality of work life (QWL), goals, family conflict, motivational techniques, supervision, stress, duty requirements, monthly quotas, and training. Key positive and negative findings and recruiter recommendations are as follows:

Positive Findings

Recruiters wrote positive comments about the challenge of recruiting and providing the Navy with qualified sailors.

Recruiters considered themselves to be successful and hard working, regardless of production numbers.

Negative Findings

Goaling procedures are flawed, and monthly quotas for different types of recruits place extreme pressure on the recruiter.

Recruiters are working long hours to obtain goal, which has an adverse effect on mental and physical health as well as family life.

Threats and punishment are used by supervisors to motivate recruiters to make goal.

Recruiters perceive recruiting duty as potentially damaging to their careers.

Station assignment contributes to a poor quality of life for some recruiters. Assignment to a rural, collegiate, or non-military location can cause financial strain and the inability to effectively compete in the Freeman Plan.

Recruiter Recommendations

Recruiters recommend a number of changes to improve QWL. Recommendations concerned selection and assignment, advertising and incentives, supervision, goaling and eligibility requirements, finances, support issues, rewards, and training.

Recruiter selection and assignment are problem areas. Many recruiters thought that recruiting duty should be on a volunteer basis only.

Recruiter training should be enhanced. Recruiters should be presented with a realistic preview of recruiting and prepared to cope with rejection and failure. Training out in the field should also be expanded and improved.

Selection methods and screening should identify those who are best suited for the duty of recruiting and not rely on fleet performance ratings only.

Quality of advertising should be improved and the amount of advertising increased to attract recruits. More funds should be allocated to advertising.

Supervisors should have at least the same amount of recruiting experience as their subordinates. Structured, continuous supervisor training is needed. Recruiters perceive a lack of leadership in the field.

The market of available recruits is incorrectly identified and goaling should be tailored to the particular Navy Recruiting District.

Teamwork should be emphasized in recruiting as it is in the fleet.

Recruiters suggested that recruiting duty should be counted as sea duty and compensation should parallel sea pay.

Government housing should be provided in isolated areas. Variable Housing Allowance (VHA) is perceived as inadequate in some areas. VHA should take into consideration geographic location and cost of civilian housing.

Affordable, comprehensive medical coverage is needed for the recruiter and dependents.

Special duty assignment and out-of-pocket compensation policies should be revised.

Recruiters feel they should be granted leave, regardless of goal, and should not have to work holidays.

Paperwork and documentation should be reduced or automated. Administrative support personnel are needed to perform clerical tasks and obtain recruit records.

Stress management techniques should be integrated into initial and on-the-job recruiter training.

Monetary incentives and leave are perceived as being more beneficial than the rewards designated in the Freeman Plan.

Recruiter training should focus on developing sales skills. Refresher courses are needed in the field on a continuing basis.

CONTENTS

	Page
INTRODUCTION	1
Problem.....	1
Purpose.....	2
 APPROACH	 2
Category Development	2
Response Coding	3
Data Analysis.....	3
Additional Information	3
 SAMPLE DISTRIBUTION.....	 3
Response Rate.....	3
Sample Distribution by Pay Grade	6
Sample Distribution by Length of Service	6
Sample Distribution by Length of Recruiting Duty.....	7
Sample Distribution by Career Plan	7
Sample Distribution by Marital Status.....	8
 ANALYSIS OF FREE RESPONSE CATEGORIES.....	 8
Positive Comments	12
Negative Comments by Category	13
Top Ten Dissatisfiers by NRA	14
Working Hours.....	14
Quality of Work Life.....	15
Goal Attainment.....	16
Family Conflicts Attributed to Long Working Hours	17
Threat and Punishment by Supervisors	18
Supervision	19
Stress	20
Challenge and Experience of Recruiting Duty	21
Monthly Requirements for Recruiting.....	22
Recruiter Training.....	23

SUGGESTED CHANGES	25
Recruiter Selection and Assignment.....	25
Advertising and Incentives	25
Supervision	26
Goaling and Eligibility Requirements	27
Finances	28
Support Issues	29
Rewards	31
Training.....	32
DISCUSSION	32
Organizational Structure	33
Environmental Factors	34
Supervision	35
Recruiter QWL	35
RECOMMENDATIONS	36
REFERENCES	39
APPENDIX A--NAVY RECRUITER SURVEY	A-0
APPENDIX B--CONTENT ANALYSIS CATEGORY IDENTIFICATION.....	B-0
APPENDIX C--GLOSSARY	C-0
APPENDIX D--RANKING AND FREQUENCY OF NEGATIVE AND POSITIVE RESPONSES	D-0
DISTRIBUTION LIST	

LIST OF TABLES

	Page
1. Sample Distribution by Pay Grade	6
2. Categories and Their Abbreviations	9
3. Ten Most Common Dissatisfiers	13
4. Frequency of Negative Responses	14

LIST OF FIGURES

1. Response rate of recruiters who offered written comments on the Navy Recruiter Survey forms	4
2. NRA boundary map	4
3. Response rate by NRA	5
4. Positive and negative written comments by NRA	5
5. Sample distribution by length of service	6
6. Sample distribution by length of duty	7
7. Sample distribution by career plan	7
8. Sample distribution by marital status	8
9. Positive comments by category	12
10. Dissatisfaction with working hours by NRA	15
11. Dissatisfaction with QWL by NRA	16
12. Dissatisfaction with goal attainment by NRA	17
13. Family conflict attributed to long work hours by NRA	18
14. "Hammer management" by NRA	19
15. Dissatisfaction with supervision by NRA	20
16. Comments on stress by NRA	21
17. Dissatisfaction with recruiter duty by NRA	22
18. Dissatisfaction with monthly requirements for recruiting by NRA	23
19. Dissatisfaction with recruiter training by NRA	24
20. Recruiter QWL model	33

INTRODUCTION

Problem

Navy recruiting is becoming increasingly difficult and stressful for a variety of reasons, ranging from depressed market conditions to tightly constrained fiscal and personnel resources. Projections show a shrinking labor pool from now through the middle of the decade.

The decline in available labor intensifies competition between the Navy and the other Services. Given the availability of recruit-age males, from which must be subtracted the great numbers who cannot meet enlistment standards, Navy recruiting is faced with three unpalatable alternatives: (1) accept lower-quality applicants, (2) pay the additional costs of competing for the high-quality applicants, or (3) fail in its mission to recruit the numbers required.

Exacerbating the difficulties that stem from adverse market conditions is the low level of resources dedicated to Navy recruiting. There are signs that there are too few recruiters, not enough equipment, and, in general, a lack of resources to do the job.

It is important to note: By dint of great effort, the Navy recruiting force has been able to achieve its goals relative to both the quantity of accessions and quality of recruits. In fact, the Navy enjoys a lower per-accession cost than the other Services.

However, it is the recruiters' perception that those results have been attained at great personal and professional cost to the recruiters. Indications are that the quality of work life (QWL) for recruiters is low when judged against several indicators.

The Navy Personnel Research and Development Center (NAVPERSRANDCEN) is developing a comprehensive recruiting research product line to support the Navy Recruiting Command (NAVCRUITCOM) mission. Several efforts are underway that focus on short-term "quick fixes" as well as those that require substantive, long-term changes. Studies are in progress to map out recruiting strategies for the 1990s. A recruiting Long-Range Plan Study Group was convened by the Commander, Navy Recruiting Command (COMNAVCRUITCOM) at the request of the Chief of Naval Personnel. One of the tasks assigned to NAVPERSRANDCEN was to conduct a survey of field recruiters, in part to gather information from the recruiters themselves about their working conditions, problems, and suggestions for improvement.

What resulted was a census of all production recruiters in the United States. Major phases of the project included (1) field interviews, (2) questionnaire development, (3) survey distribution, (4) data analysis of responses to the objective portions of the survey, and (5) content analysis of free response data.

NAVPERSRANDCEN researchers traveled to 29 recruiting stations and 11 Navy Recruiting District (NRD) Headquarters. They interviewed 150 recruiters, as well as zone supervisors in the field, commanding officers, executive officers, enlisted programs officers, and chief recruiters at the Headquarters. For details, see *Navy Recruiter Survey: Interview Phase* (Robertson, 1989).

Interview data plus information obtained through consultations with cognizant recruiting managers were used to develop questionnaire items. After pilot testing and refinement, the survey was sent to each NRD for distribution to the production recruiters. Questionnaires were returned by mail to NAVPERSRANDCEN. A copy of the Recruiter Survey is contained within Appendix A.

The objective or quantitative portion of the survey was divided into three sections: (1) Recruiting Life, (2) Suggested Changes, and (3) Job and Personal Information. The survey also provided an opportunity for free response or qualitative comments concerning anything related to recruiting duty and quality of life.

Few surveys have received as enthusiastic a response from their target audience as the Recruiter Survey. Of 3,498 production recruiters on board at the end of February 1989, 3,315 (94.8%) responded. Results of the analyses of responses to the objective portion of the survey may be found in *Navy Recruiter Survey: Management Overview* (Baker, Somer, & Murphy, 1989) and *Navy Recruiter Survey: Responses by Navy Recruiting Area* (Blankenship, Murphy, Somer, & Baker, 1989).

Also, 60.2 percent ($n = 1,996$) of the respondents provided written comments. Although the questionnaire was designed to protect anonymity, many recruiters provided their names, phone numbers, and, in some cases, their business cards. Ninety-seven percent ($n = 1,935$) of the comments were utilized.

Purpose

This fourth in a series of reports presents the findings of the qualitative, or free response, portion of the 1989 Navy Recruiter Survey. These findings were also compared with those obtained through analyses of the quantitative portions of this survey presented within the *Management Overview*.

APPROACH

The goal of the content analysis was to organize and present an objective, comprehensive overview of the recruiters' written comments about the QWL and experiences surrounding recruiting duty. Recruiters were given the opportunity to respond freely, without any restrictions as to subject area or content. The written comments received included suggestions and responses to items presented in the survey, as well as emotion-laden personal concerns.

Category Development

In developing categories for the analysis, a cross-section of 200 surveys representative of the Navy Recruiting Areas (NRAs) was read by two observers totally unfamiliar with parts 1, 2, and 3 of the Recruiter Survey. They developed a tentative free response taxonomy based on the informal review of the responses.

Response Coding

The taxonomy was used to analyze 100 randomly selected surveys. The authors read each free response form, coding and categorizing each response on a data recording sheet. The comments were categorized according to content and coded as either negative or positive. Based on this effort and collaboration with the personnel responsible for the development of the Navy Recruiter Survey, the taxonomy was refined by clarifying category definitions and collapsing five of the most similar categories. Marker terms indicating category content and a coding scheme were identified using the same methodology. The resulting content categories, marker terms, and coding scheme are described in Appendix B.

Data Analysis

The primary methodology used for data analysis involved frequencies and contingency tables. All analyses were performed on an IBM 4341 mainframe computer, using the 1988 SPSSX batch mode software.

Additional Information

For the purposes of data analysis, comments were coded into objective categories, a process which inherently loses the emotional content. In order to convey this emotion, quotations representative of content areas are incorporated into the results section.

Comments containing specific suggestions regarding QWL and recruiting duty not adequately categorized were recorded and arranged according to content area. These suggestions have also been integrated into the results section.

To promote clarity and aid in reader comprehension, a complete list of acronyms and their meanings is contained in Appendix C.

SAMPLE DISTRIBUTION

Response Rate

Of the 3,498 production recruiters on board as of February 1989, 3,315 (94.8%) responded to the survey. Of the 1,996 surveys containing written comments, 97 percent ($n = 1,935$) were utilized in the content analysis. Figure 1 shows that 58.4 percent of the total survey sample provided usable comments.

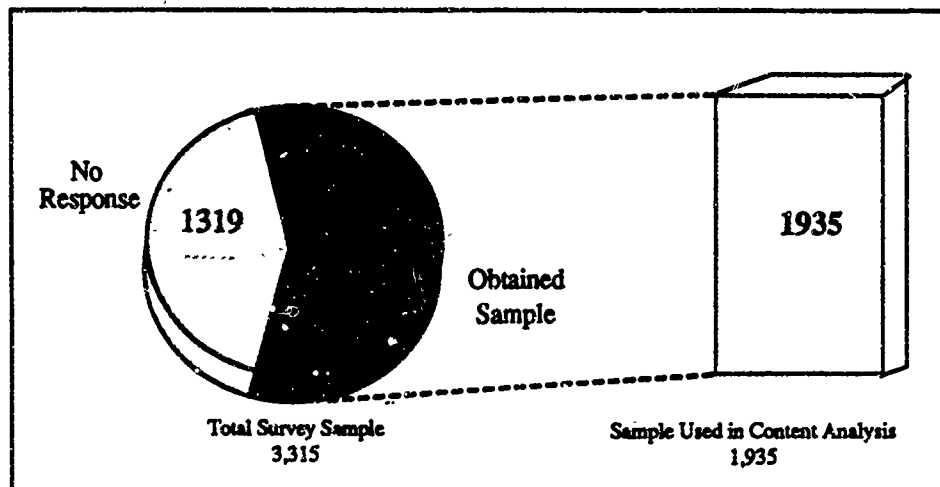


Figure 1. Response rate of recruiters who offered written comments on the Navy Recruiter Survey forms.

Response Rate by Navy Recruiting Area (NRA)

There are 6 NRAs and 41 NRDs within NAVCRUITCOM. The geographic boundaries of the six NRAs are shown in Figure 2.

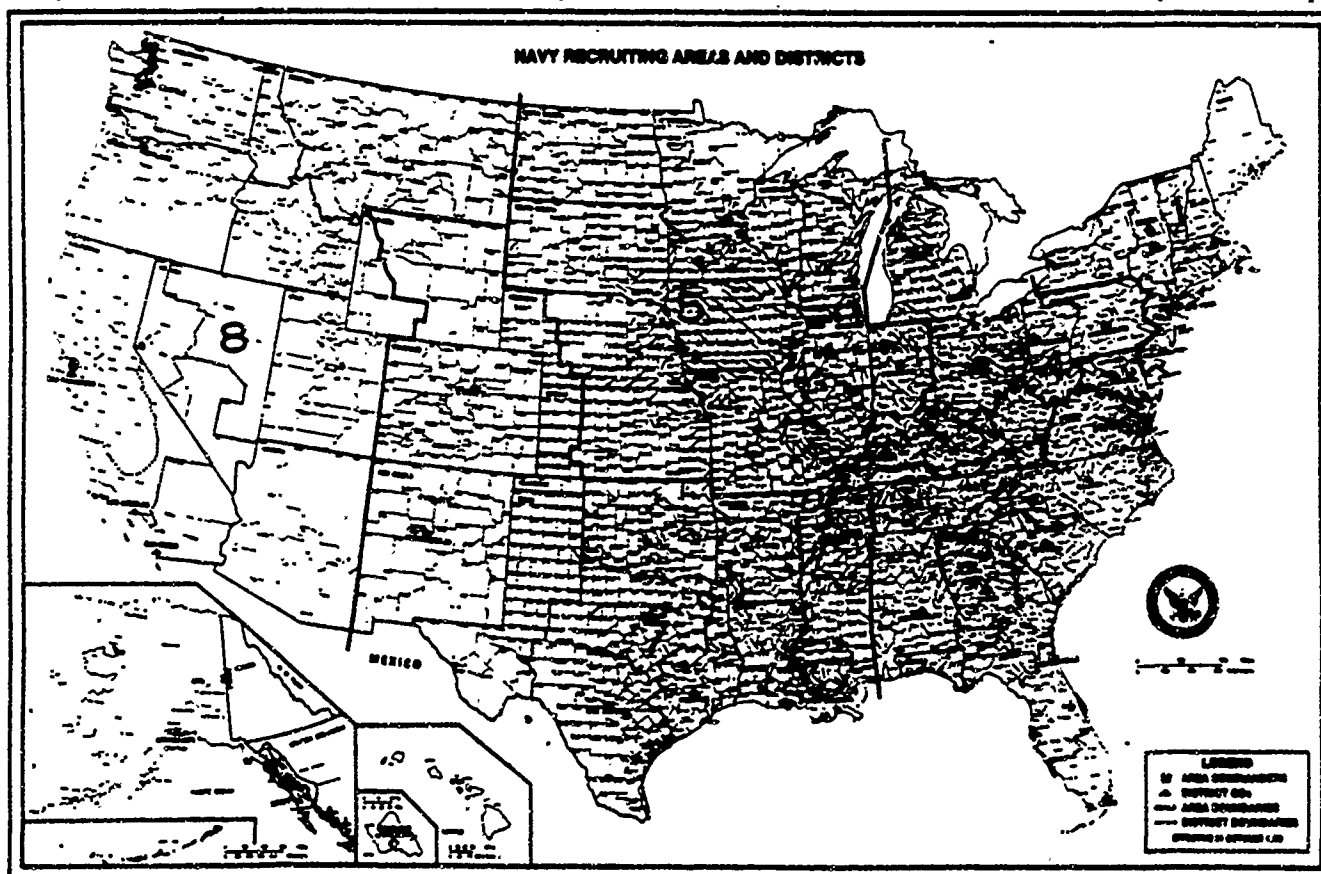


Figure 2. NRA boundary map.

The response rate by NRA is listed in Figure 3. Of the 1,935 surveys available for content analysis, 33 (.02%) could not be identified by NRA and are not included in any area analysis. The total number of complete surveys received per area is also given.

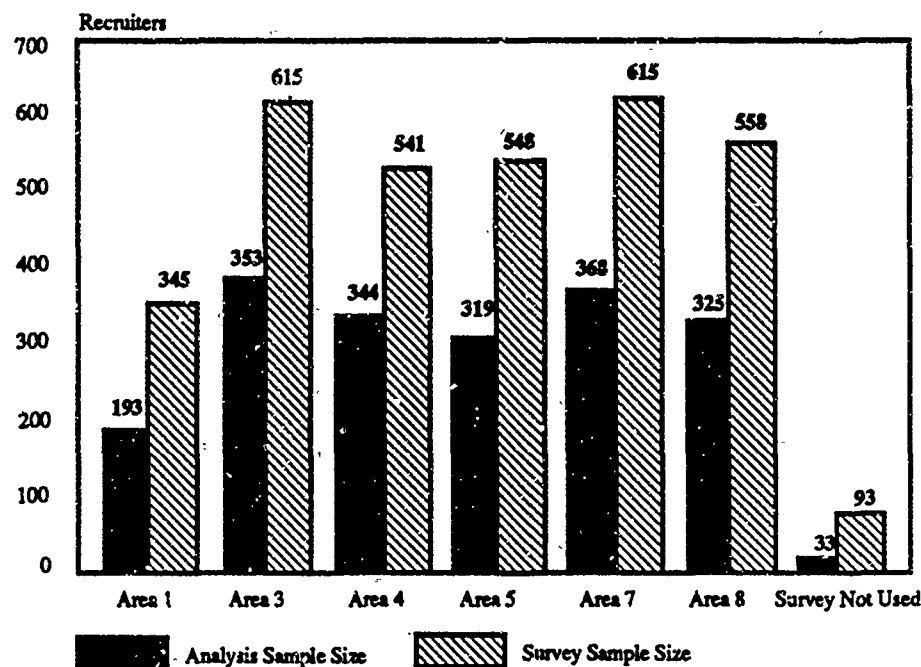


Figure 3. Response rate by NRA.

The number of positive and negative comments received by area is presented in Figure 4.

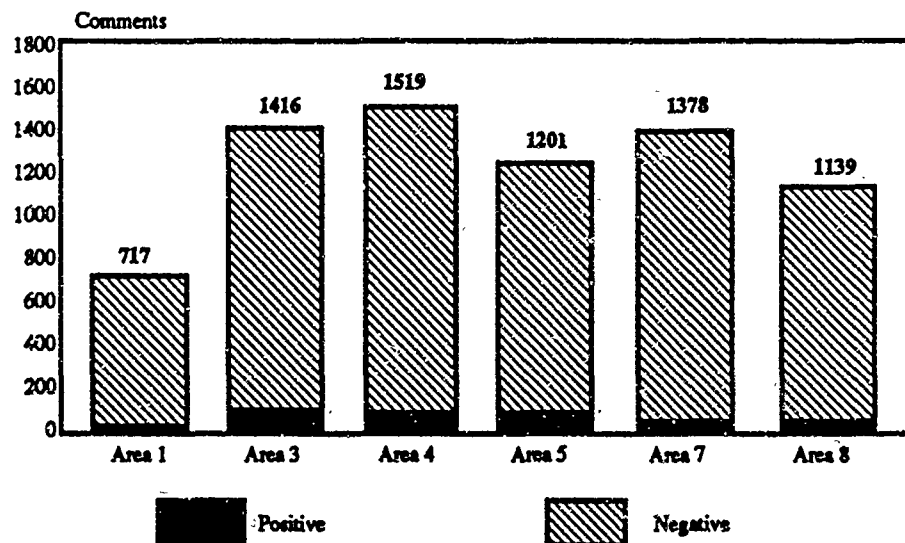


Figure 4. Positive and negative written comments by NRA.

Sample Distribution by Pay Grade

The majority of respondents were E-6s (52.1%). A breakdown of the respondents by pay grade is presented in Table 1.

Table 1
Sample Distribution by Pay Grade

Pay Grade	Frequency	Percentage
E-4	1	.1
E-5	447	23.1
E-6	1,009	52.1
E-7	374	19.3
E-8	74	3.8
E-9	5	.3
Missing Cases	25	1.3
Total	1,935	100.0

Sample Distribution by Length of Service

Most of the respondents (80.6%) have been in the Navy for more than 4 years, but less than 16 years. Figure 5 depicts the respondents by length of service.

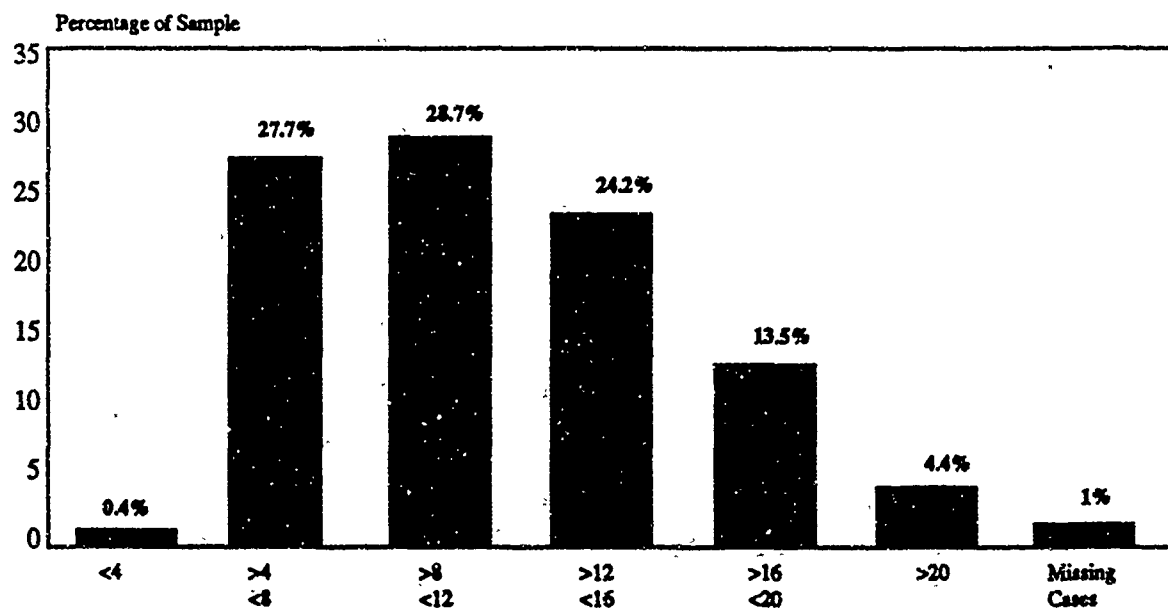


Figure 5. Sample distribution by length of service.

Sample Distribution by Length of Recruiting Duty

Respondents were grouped according to the number of months they served as recruiters (see Figure 6). Almost half had served as recruiters at least 2 years.

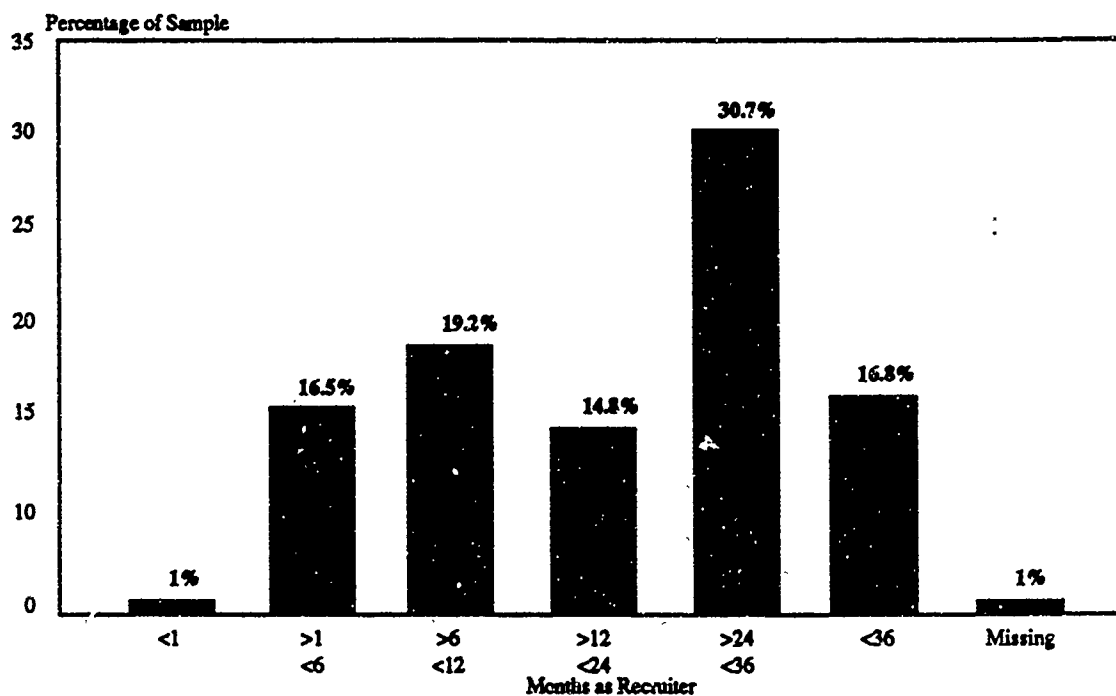


Figure 6. Sample distribution by length of duty.

Sample Distribution by Career Plan

The majority of the respondents plan to remain in the Navy following their current recruiting tour (61.5%). Twenty-three percent are undecided as to their career plans (see Figure 7).

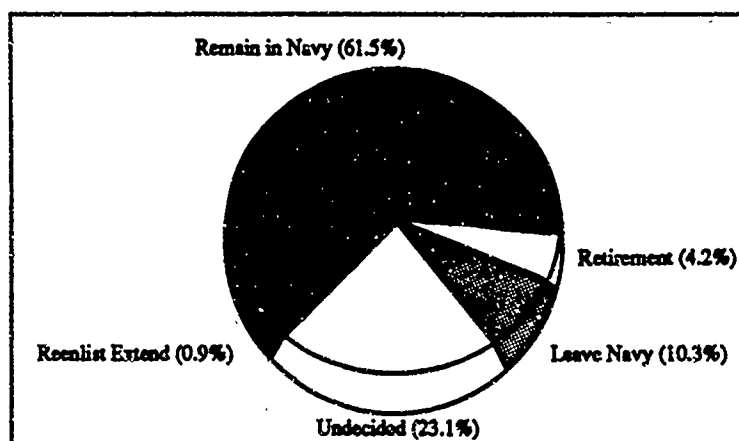


Figure 7. Sample distribution by career plan.

Sample Distribution by Marital Status

Most of the recruiters in the survey are married (78.9%). Divorced or separated recruiters constitute 13 percent of the sample. Recruiter marital status is presented in Figure 8.

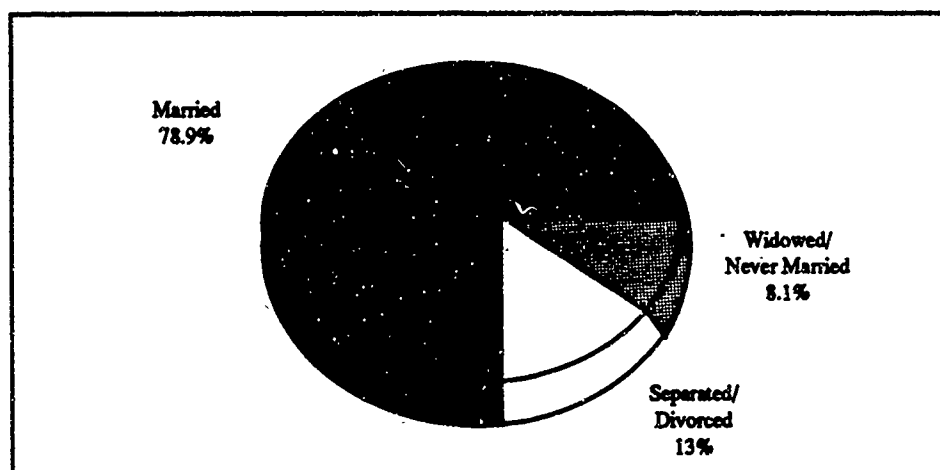


Figure 8. Sample distribution by marital status.

ANALYSIS OF FREE RESPONSE CATEGORIES

A listing of the categories and their abbreviations is presented in Table 2 (see Appendix B for a description of the marker terms and coding scheme). A table listing the frequencies of all positive and negative comments is contained in Appendix D.

Table 2

Categories and Their Abbreviations

Abbreviation	Category
<u>STRESS</u>	
STRESCOM	global comments about psychological stress
PHYSIO	physiological stress
CONFLICT	family conflict
SUICIDE	suicidal themes
<u>HOURS</u>	
HOURLCOMM	global comments about work hours
HOURCON	family conflict
BUSHOURS	personal business
EXAMPREP	advancement exam preparation
FITNESS	physical fitness
INVOLVE	community involvement
HOLIDAY	work holidays
LEAVE	leave granted
DRIVING	windshield time
<u>GOALS</u>	
GOALCOMM	global comments about goal attainment
TEAMWORK	teamwork
MNTHGOAL	monthly requirements for different types of recruits
<u>FINANCES</u>	
FINANCES	global comments about finances
VHA	variable housing allowance
CHAMPUS	civilian health and medical program of the uniformed services
OPE	out-of-pocket expenses
SDACOM	special duty assignment compensation
<u>QUALITY OF WORK LIFE</u>	
QWLCOMM	global comments about the quality of work life

Table 2 (Continued)

Abbreviation	Category
<u>FREEMAN PLAN</u>	
FREEMAN	global comments about the Freeman Plan
TRACKING	tracking analysis system
PAPERWORK	paperwork
LOCATION	recruiter station locale
EVALUATION	evaluation system
REWARDS	reward system
TRANSFER	Freeman transfer
ATTRITES	points lost for attrition
EXTENSION	extensions of tours
<u>SUPERVISION</u>	
SUPRCOMM	global comments about supervision
SUPTRAIN	training of supervisors
HAMMER	presence of "hammer management" (use of intimidation, threat, and punishment by supervisors)
MARKET	familiarity with the market and field
RECOGNTN	worker recognition
<u>ADVERTISING</u>	
ADVERCOM	global comments about advertising
<u>EXPERIENCE</u>	
DUTY	global comments about the challenge and experience of recruiting
SELFEVAL	self-evaluation of performance
ATTITUDE	attitude toward Navy
CAREER	perceived career impact
<u>INCENTIVES FOR RECRUITS</u>	
INCENTVS	global comments about recruit incentives
<u>SURVEY ATTITUDE</u>	
SURVYCOM	global comments about recruiter survey

Table 2 (Continued)

Abbreviation	Category
<u>FACILITIES</u>	
EQUIP	global comments about facilities/equipment
LOCALE	office location
FUNDING	availability/quality of funding
UNIFORMS	uniforms
SUPPORT	support personnel
<u>TOUR</u>	
TOURCGMM	global comments about recruiting tour
LENGTH	length
SHOREDTY	shore duty classification
RECOMEND	recommendation to others
SEPARTON	separation from fleet and speciality
PERSUP	personal support availability
<u>RECRUITER SELECTION</u>	
SELECT	global comments about recruiter selection
TRAIN	ENRO and recruiter training
SCREEN	recruiter screening procedures
STATION	station assignment
SOCMXRAT	sociological mix ratio
SELECTON	voluntary tour
<u>ENLISTMENT REQUIREMENTS</u>	
ENLSTCOM	global comments about enlistment requirements
NODRAFT	absence of draft

Positive Comments

Recruiters provided a total of 7,472 comments. Of these, 92 percent (6,867) were negative; 8 percent (605) were positive. However, many of the negative comments involved constructive criticism and suggestions for improving quality of life and effectiveness of recruiters. Most positive comments (82.8%) involved five categories: challenge of the recruiting duty (DUTY), 28.1%; self-evaluation of performance (SELFEVAL), 23.6%; attitude towards the Navy (ATTITUDE), 12.9%; global comments about the recruiter survey (SURVYCOM), 9.9%; and comments concerning volunteering for recruiter duty (SELECTON), 8.3% (Figure 9).

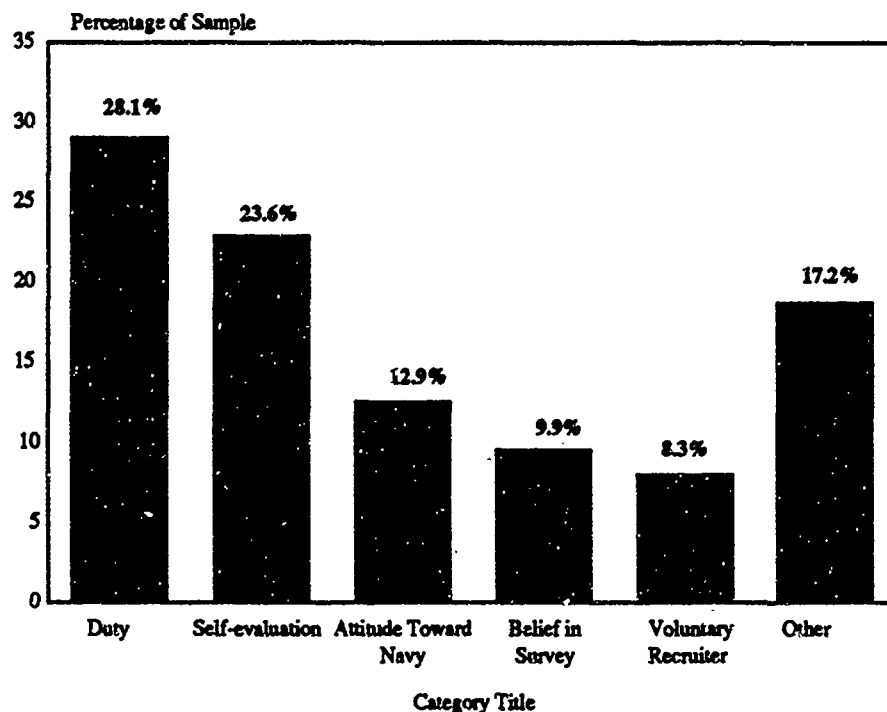


Figure 9. Positive comments by category.

Recruiters had positive things to say about the task of recruiting. They enjoyed the challenge and felt good about providing the fleet with qualified sailors. Recruiters considered themselves to be successful and hard-working, even if production did not always reflect their effort. Recruiters believe in the Navy and plan to remain in the Navy despite a discouraging recruiting tour. Recruiters expressed belief in the survey and hoped that the survey would identify and remedy problem areas in recruiting.

"I love the experience of recruiting. I have learned how to present myself better and how to communicate effectively. I would have never learned these skills in the fleet."

"Just so you know, this [survey] is coming from a successful recruiter, even if my evaluations do not show it. I am not a quitter, and I work hard at recruiting."

"I love the Navy, and would never leave her."

"I would like to thank Admiral McKinney for this opportunity to express myself. I only hope that this survey helps, and things will be better for recruiters in the future."

"Recruiting duty was my first assignment choice, I wanted to be a recruiter."

Negative Comments by Category

There was also agreement among recruiters as to the negative aspects of recruiting. Much of the information obtained mirrors the major findings of the Management Overview (Baker et al., 1989). Table 3 below lists the top 10 negative categories, which represent 48 percent of all negative comments received. A table displaying the frequencies of all negative comments is provided in Appendix D.

Table 3
Ten Most Common Dissatisfiers

Comment Category	Frequency	Percent of Total Negative Comments (n = 6,867)
Working hours (HOURCOMM)	463	6.7
Quality of work life (QWLCOMM)	454	6.6
Goal attainment (GOALCOMM)	387	5.6
Family conflicts (HOURCON)	351	5.1
Threat and punishment (HAMMER)	344	5.0
Supervision (SUPRCOMM)	329	4.8
Stress (STRESCOM)	316	4.6
Duty of recruiting (DUTY)	251	3.7
Monthly requirements (MNTHGOAL)	215	3.1
Recruiter training (TRAIN)	183	2.7
Totals	3,293	47.9

Table 4 presents the percentage of negative responses for overall or global categories. Subcategories were collapsed within their overall category. For example, the overall "STRESS" category included global comments relating to psychological stress (STRESCOM), comments relating to physiological stress (PHYSIO), family conflict due to stress (CONFLICT), and suicidal themes (SUICIDE).

Table 4
Frequency of Negative Responses

Global Category	Responses	Percent of Total
Hours	1,159	16.9
Supervision	930	13.5
Goals	723	10.5
Freeman plan	678	10.0
Experience	559	8.1
Recruiter selection	530	7.7
Stress	499	7.2
Quality of work life	454	6.6
Tour	341	4.9
Facilities	305	4.4
Finances	278	4.0
Enlistment requirements	143	2.2
Advertising	110	1.6
Incentives for recruits	91	1.3
Survey attitude	67	1.0
Totals	6,867	99.9

Top Ten Dissatisfiers by NRA

The distributions of negative comments by each NRA were also analyzed. This analysis may provide some insight into NAVCRUITCOM if certain areas have unusually high response rates in some category(ies). As mentioned earlier, the sample size ranged from 193 (Area 1) to 368 (Area 7). The top 10 dissatisfiers and the response rate from each area are presented in Figures 10 through 19. Appendix D contains a complete list of acronyms and their meanings to aid in comprehension of illustrative comments.

Working Hours

With respect to the working hours, the negative response rate was about the same across all NRAs, ranging from 21.2 percent (Area 1) to 29.1 percent (Area 4) (Figure 10). There is agreement among recruiters from all areas in the continental United States that the working hours are a major source of discontent.

"Working hours on board ship are a lot more predictable than in recruiting duty because it is hard to plan your personal schedule around your applicant's schedule."

"For the past six years on recruiting duty, I have always wondered why Navy recruiters, who are far better prepared for their job, work many more hours than other Service recruiters."

"As for working hours, you might as well take that posted working hours sign in the front window and throw it in the garbage unless your station is having a booming month."

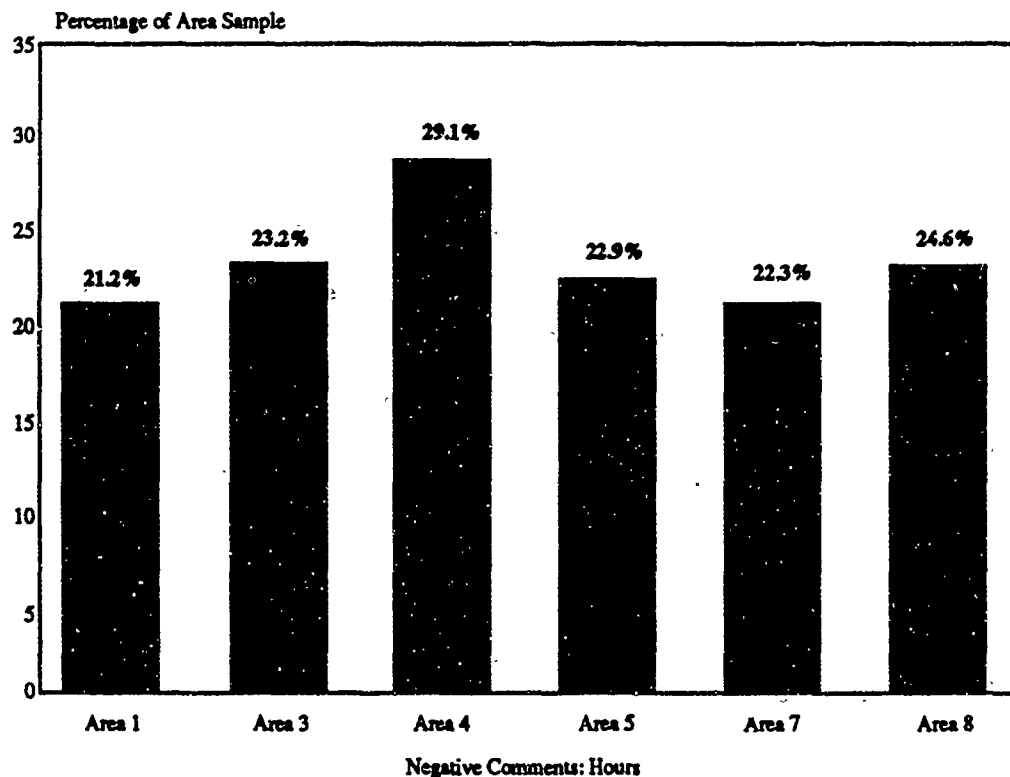


Figure 10. Dissatisfaction with working hours by NRA.

Quality of Work Life

Area 1 had the highest proportion of complaints that dealt with QWL, with 35.2 percent responding (Figure 11). Recruiters often mentioned that quality of life was dependent upon goal attainment; if personal, district, and area goals were attained, quality of life was substantially improved.

"I have been assigned to recruiting for over one year, and have not relaxed or had any kind of quality of life."

"Quality of life? There is none, I am a recruiter."

"Quality of life for each recruiter is directly proportional to goal attainment. If a recruiter is putting people in the Navy, he/she has a better quality of life."

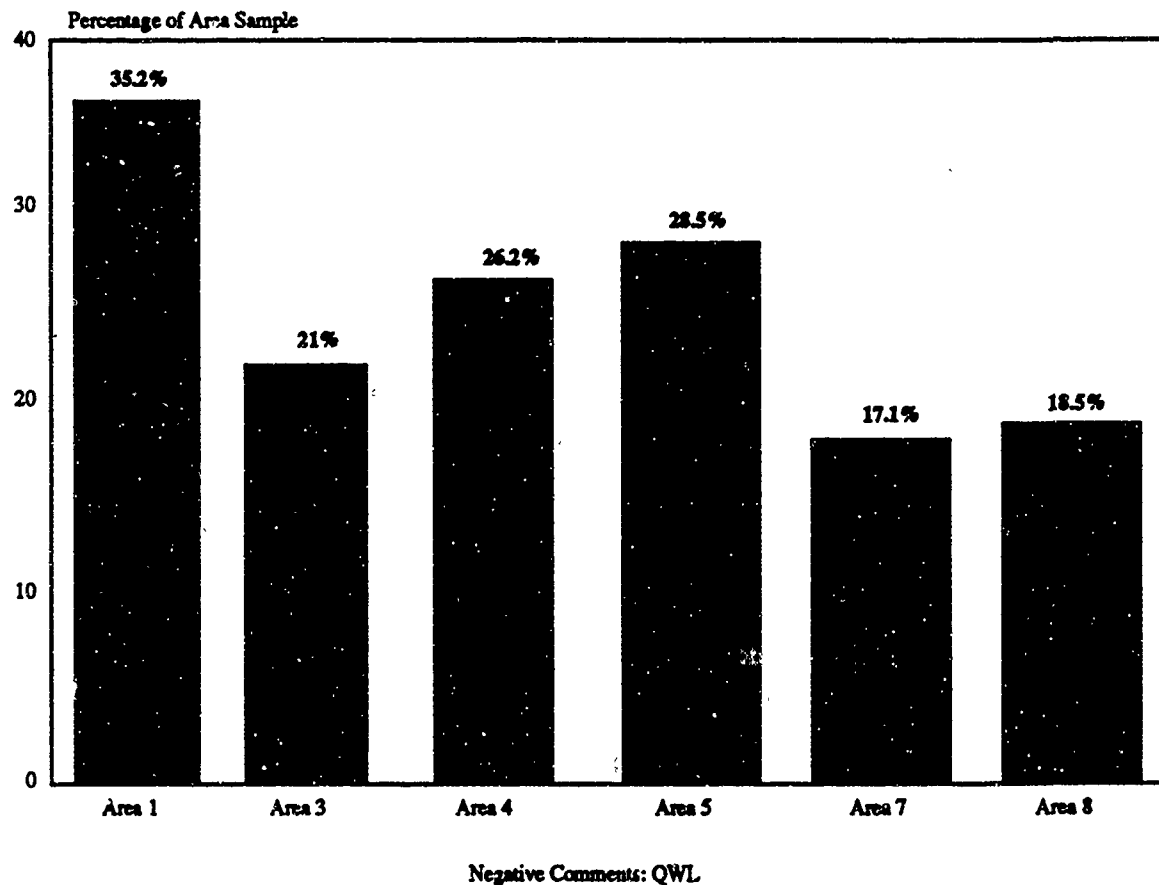


Figure 11. Dissatisfaction with QWL by NRA.

Goal Attainment

Negative global remarks regarding recruiting goals were mentioned about as often by recruiting area (14% to 20.3%) except Area 1, which was substantially less (8.4%) (Figure 12). The constant, intense pressure to make goal supercedes recruiter well-being and quality of applicants.

"I feel they are never satisfied with the job. Just once it would be nice to hear 'Hey, five new contracts, good job, go home early' instead of 'where is number six?'."

"Goal is all that matters. I feel great when everything falls into place and goal is achieved. When things aren't going well, I feel ashamed, embarrassed and unworthy."

"Sometimes hard bodies are more important than providing the Navy with good, productive sailors."

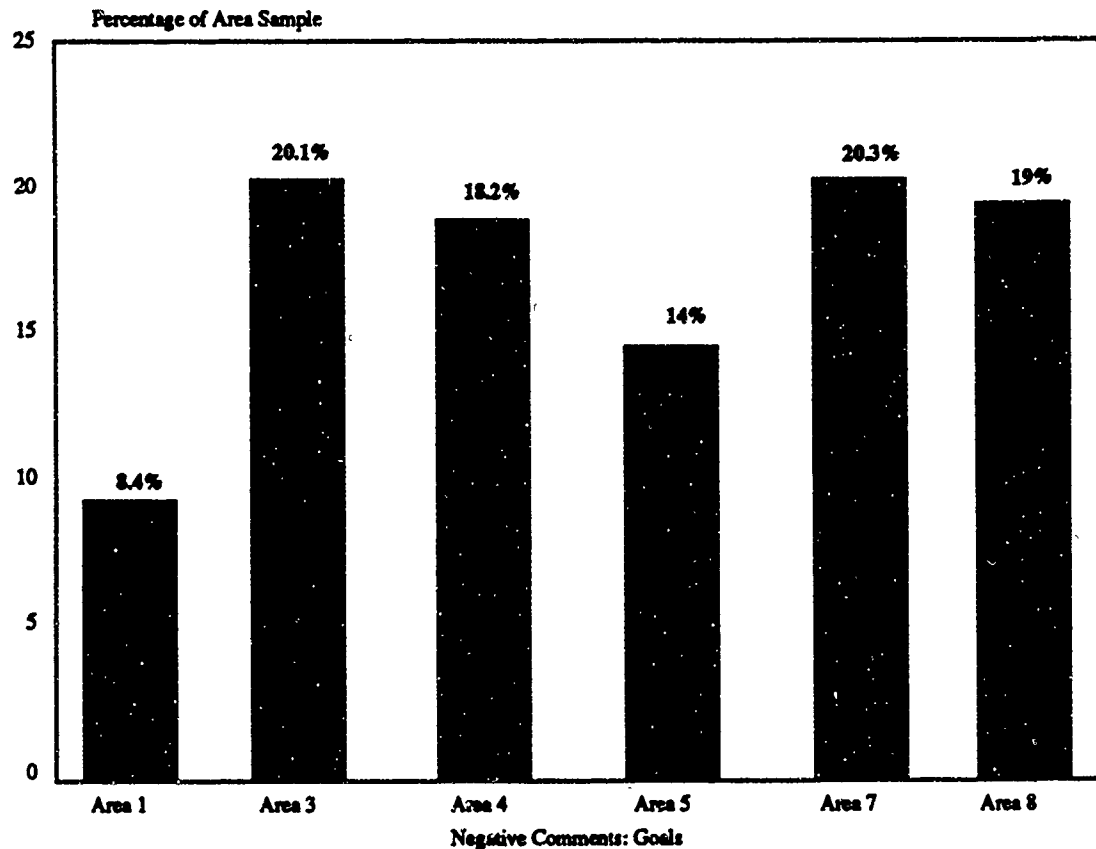


Figure 12. Dissatisfaction with goal attainment by NRA.

Family Conflicts Attributed to Long Working Hours

Family conflict due to working hours was most often mentioned by Area 4 recruiters, with 24.1 percent of the sample responding (Figure 13). Recruiters complained that working long hours prevents them from participating in family events and seeing their spouses and children. Many of the recruiters claimed that they spent more time with their families while on sea duty.

"My wife was put in the hospital for surgery. We thought that being on shore duty, I could at least be there to comfort her."

"At least I get to go home every day. However, I don't get the opportunity to see my children for days on end."

"There are several functions that I should attend at night that deal with my job and being a successful recruiter, but since my wife does

not care to participate, I do not go. My job already cuts into 'our time'; she should not have to deal with this."

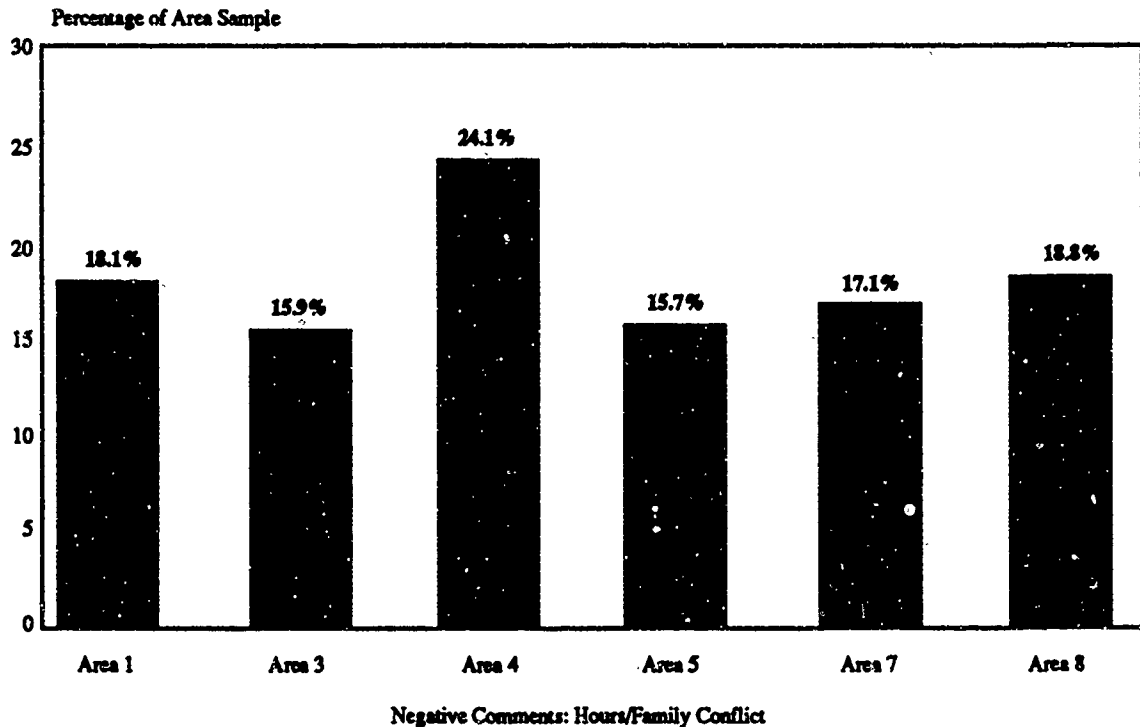


Figure 13. Family conflict attributed to long work hours by NRA.

Threat and Punishment by Supervisors

"Hammer management," or the use of threat, punishment, intimidation, and fear to motivate production recruiters, was mentioned most often by recruiters in Area 1 (31.1%) and Area 4 (25%) (Figure 14). The following quotes are representative of recruiter sentiment.

"If you make goal, they still pressure you for more; and if you still don't have enough activity after meeting goal, you get threats. My zone supervisor always threatens dereliction of duty. The only thing I've heard in the last three months are threats. Never a job well done, except those who are well up on their goal. Never any good words."

"We are expected to enthusiastically approach our job with a smile. We may have just received a career threatening phone call though. We may have just been told that we are going on report for lack of this or that. How do you talk to that applicant sitting across from you in those instances?"

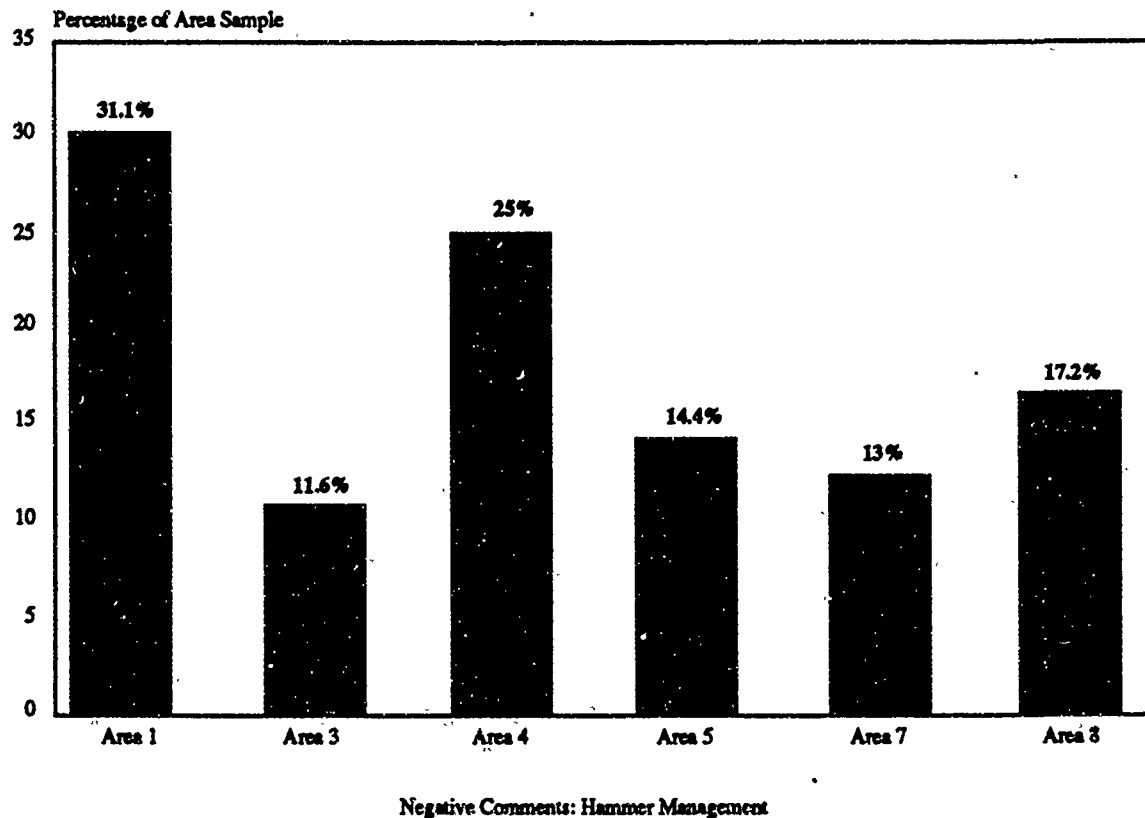


Figure 14. "Hammer management" by NRA.

Supervision

Negative remarks regarding supervision were mentioned most often in Area 1, with 28 percent of recruiters responding (Figure 15). Many of the production recruiter complaints concerned the Career Recruiting Force (CRF) community and lack of leadership in the command.

"Even when you make goal, the command seems to take the feeling of accomplishment away."

"I personally feel that more time should be spent on leadership and management rather than micro-management ('How many phone attempts have you made today?'), especially after making goal for the month."

"I sincerely feel that if Career Recruiting Force personnel are not managed more effectively and if they continue to get away with favoritism towards one person and not another, then NAVCRUITCOM will continue to fail."

"The Career Recruiting Force community is made up primarily of free-loaders; those individuals who couldn't make chief in their own rating before conversion to CRF."

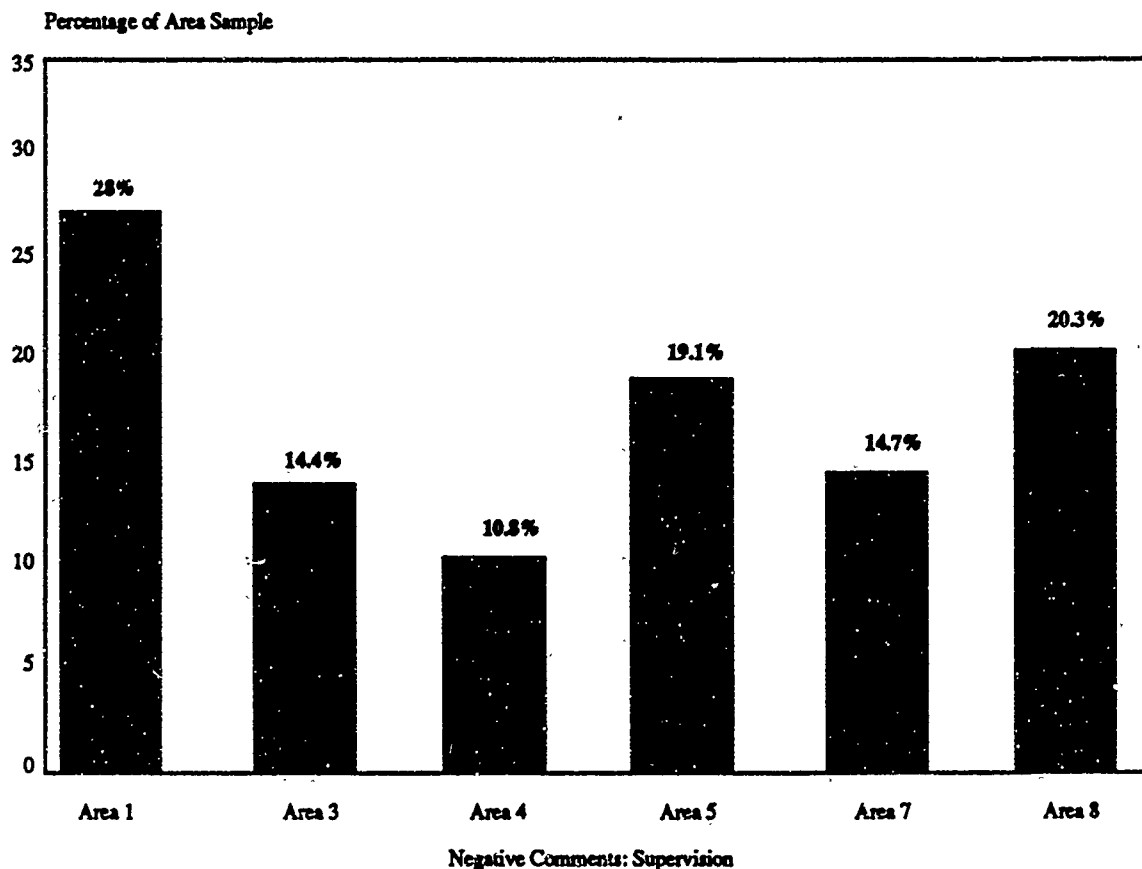


Figure 15. Dissatisfaction with supervision by NRA.

Stress

Global negative comments regarding stress were most prevalent in Area 3 (Figure 16). Stress in recruiting was linked to many things: (1) pressure to make goal, (2) hours, (3) demands from management, and (4) failing family relationships. Recruiters expressed the opinion that NAVCRUITCOM did not care about the well-being of the recruiter, and that stress management techniques should be taught.

"Stress is a major problem in the field and all too often when a problem is recognized it is too late for the individual."

"I hate what is happening to me. Depression and anxiety have become a part of my daily life. Constant rejection is no stranger either."

"This job has changed my life immensely. I am a single parent and recruiting has definitely taken its toll on me and my 3-year-old child. I am now seeing a 'shrink' to help me deal with all of this, but it is not helping."

"Stress management should be incorporated at the district level and at the Enlisted Navy Recruiting Orientation school (ENRO)."

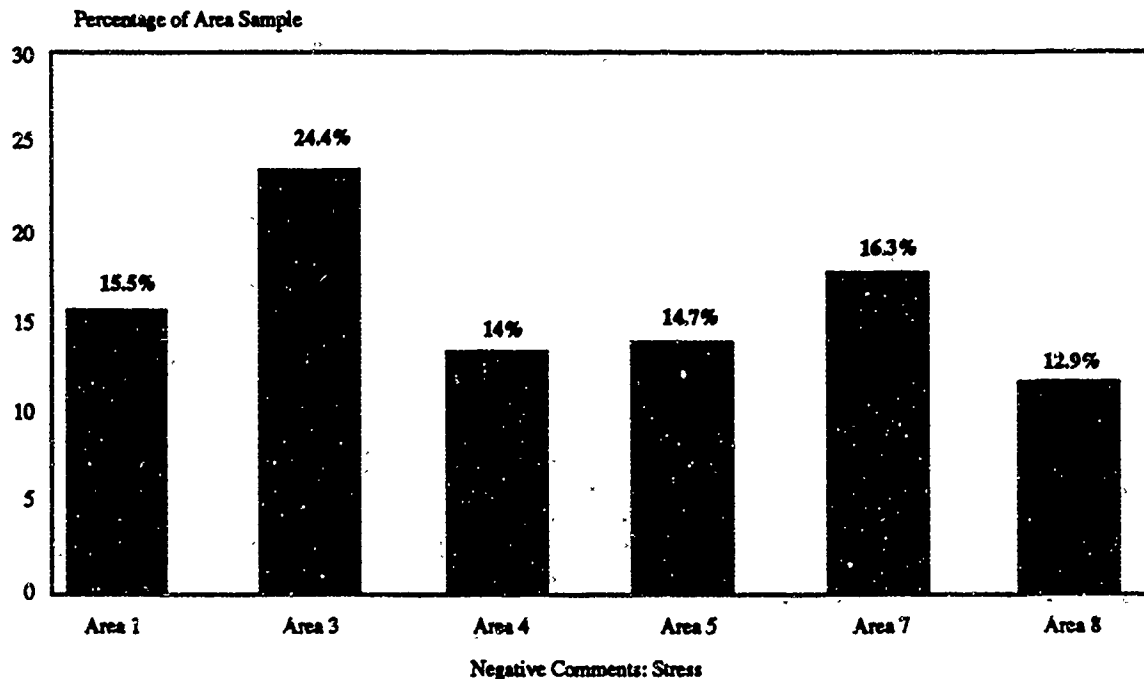


Figure 16. Comments on stress by NRA.

Challenge and Experience of Recruiting Duty

Nearly half of the negative remarks concerning recruiting duty per se came from Areas 3 and 4 (Figure 17). Recruiters expressed the opinion that they did not like their jobs and felt that it is sometimes necessary to "cheat" and "lie" to get people into the Navy. Recruiters disillusioned by their tours believe that recruiting duty develops low morale and leads to difficulty in effectively "selling" the Navy to prospective applicants.

"I would never consider a second tour, and since I have been relatively successful at recruiting, my biggest fear is that I will be reassigned to a second tour when I come up for shore duty again. I look at my life since I came to recruiting, and I realize that I do not really have one."

"Recruiting duty is no fun, and if given a choice between this and any other type of shore duty, I would move on."

"Recruiting is a necessary job and very important to the fleet, so why not take care of the people doing it? Helping some of these applicants can be very rewarding, but I can't sell the Navy anymore if I don't believe in it myself."

"Potential recruits are blatantly lied to about where they will be assigned."

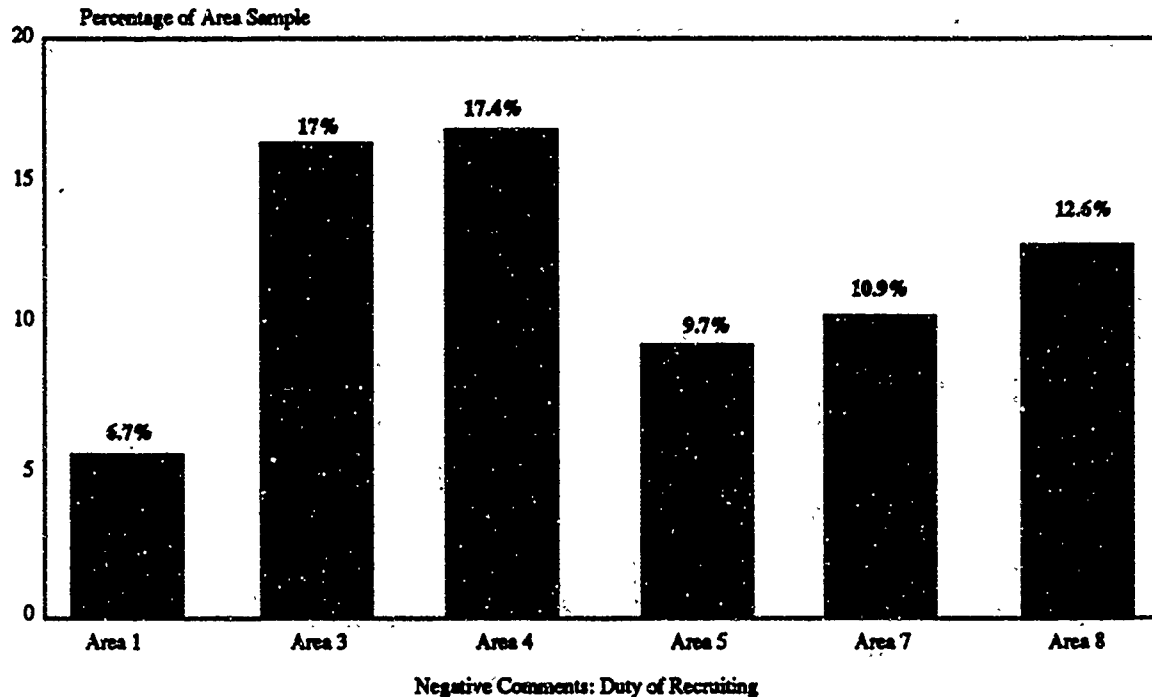


Figure 17. Dissatisfaction with recruiter duty by NRA.

Monthly Requirements for Recruiting

Negative comments about monthly quotas for different types of recruits were mentioned by varying proportions of recruiters ranging from 5.2% in Area 1 to 15.3% in Area 3 (Figure 18). Recruiters feel that they cannot keep up with the goaling demands that are constantly changing. Negative comments also stemmed from the Standardized Territory Evaluation and Analysis for Management (STEAM).

"I feel that if we were allowed to put in anyone that was qualified, and at any time we could locate them, the Navy would be on a more competitive basis with the other Services."

"STEAM incorrectly identifies the available market, it does not take into consideration the unemployment rate, college attendance

rates, or cultural influence present in the area. Many of today's youngsters are not patriotic and see the military as a last resort."

"I have observed that the perception of parents and/or applicants in my area is that the military is an alternative to finding a job, getting an education or working for a living. I have heard 'the easy way to go' more than once. I believe it is a consensus in this community that the Armed Services are for high school drop-outs, criminals, welfare cases, and lazies who cannot afford college."

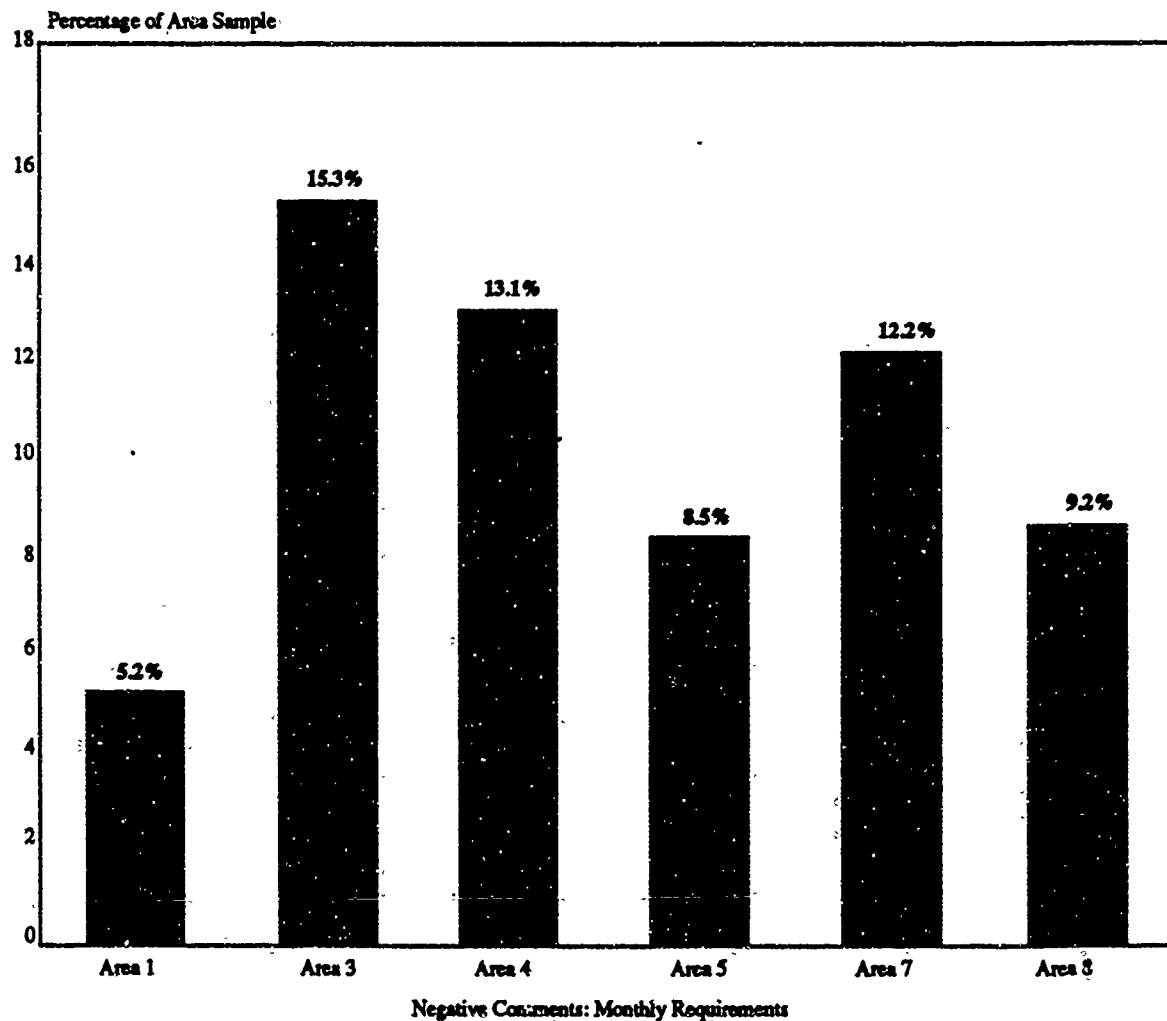


Figure 18. Dissatisfaction with monthly requirements for recruiting by NRA.

Recruiter Training

Percent of recruiters offering negative comments regarding recruiter training and the ENRO were about the same across the recruiting area (Figure 19). Recruiters felt that ENRO did not adequately prepare them for recruiting in the real world. Recruiters were not taught sales skills or

how to cope with rejection and failure. ENRO was also mentioned as a "party school" that offered no real skills training. Recruiters suggested that sales training be available at the station as well.

"The Career Recruiting Force community, which supervises us, thinks that if you pass ENRO, you have the necessary tools. One week of sales training does not make a salesman."

"ENRO is a very motivating course, however, it does not provide a realistic view of recruiting. This is the reason that new recruiters must wait 3-6 months and 'learn the ropes' of real-world recruiting."

"A constant, practical sales training course is needed. This would not only increase recruiter efficiency, but would also provide a morale/PMA [positive mental attitude] boost."

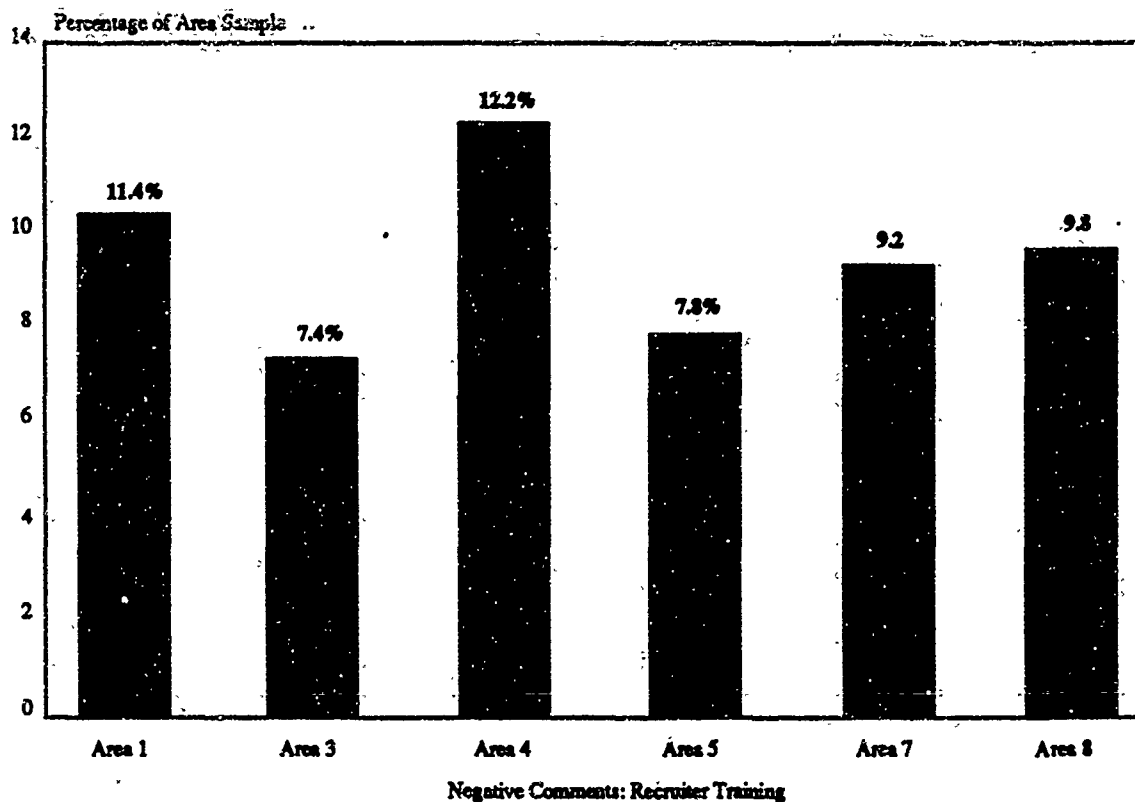


Figure 19. Dissatisfaction with recruiter training by NRA.

SUGGESTED CHANGES

NAVPERSRANDCEN researchers grouped the suggestions for change into eight major content areas: (1) selection and assignment, (2) advertising and incentives, (3) supervision, (4) goaling and eligibility requirements, (5) finances, (6) support issues, (7) rewards, and (8) training.

Recruiter Selection and Assignment

The majority of suggestions in this category focused on a need for the Navy to improve its recruiter selection process. Numerous recruiters recommended that recruiting duty be a strictly voluntary tour.

Suggestions about CRF varied widely; some requested that it be disbanded, while others requested that it take over all recruiting responsibilities. Specific suggestions regarding recruiter selection and assignment are listed below:

"E-5s and below should not be assigned to recruiting duty."

"Every prospective recruiter should be encouraged to visit a recruiting station and talk to both successful and unsuccessful recruiters and gather information about support and facilities for families."

"Recruiting duty better suits those with eight years or less in the Navy."

"Assign more recruiters."

"The Navy should use sales selection tests."

"All personnel assigned to recruiting duty should be upper mental group Cat I and Cat II. You must be able to talk with applicants at their level."

"The Commander of the Navy Recruiting Command (COMNAVCRUITCOM) needs a team of recruiters going from command to command interviewing potential recruiters and selecting best-suited sailors."

Advertising and Incentives

Many recruiters suggested the need for increasing the quality of advertising and improving incentives for recruits. Specific comments concerning proposed advertising modifications are cited below:

"We need new current audio-visuals for office viewing for applicants that focus on real and specific opportunities in the Navy"

rather than nasty music videos that show generalized views of the United States Navy."

"More money needs to be devoted to advertising the NAVY."

"Initiate a soft-sell program like the Air Force; it would allow recruiters to place personnel in a field and sell them into a job at a later date."

"Obtain advertising specialists for each zone and local needs; time and money is what's needed."

"Less advertising on the Delayed Entry Program (DEP)."

"Recruiters should be able to request former DEP recruits graduating from boot camp to assist in recruiting."

"Scrap all Service recruiting in favor of Department of Defense (DOD) recruiting for all Services. Classifiers could counsel applicants on jobs in all Service branches."

Many recruiters requested that they be authorized to discuss the duties of specific jobs with prospective recruits. Further comments pertaining to recruitment incentives are presented below:

"Recruiting Advertisement Department (RAD) brochures should be a Navy Recruiting District (NRD) procurement based on production recruiter input."

"RAD brochures should list jobs, like The Bluejackets' Manual does."

"Bring back the Sea College Fund."

"The proposed plan for tying military service to a \$25,000/\$20,000 voucher for education or home would be beneficial for attracting recruits."

"Need two-year enlistment college fund and more programs in education."

"Competitive pay would influence people to come into the service or maybe a federal tax exclusion/exemption."

Supervision

A number of recruiters believe that supervisors should have at least the same amount of recruiting experience as their subordinates. The belief was conveyed that Zone Supervisors and the Recruiters-In-Charge (RINCs) were not adequately prepared for their positions:

"RINC's should have at least one year experience before getting the job."

"RINC/Zone Supervisors should be sent to appropriate school before taking position."

"Implement a two-month RINC school."

"Commanding officers should be on production for two months to get a taste of recruiting."

"A Fleet Navy counselor that rotates from shore to sea duty can be more effective as a Zone Supervisor when he/she is on shore duty and a counselor when on sea duty."

Recruiters expressed the opinion that the CRF community was not aware of how the "real" Navy functioned. Numerous recruiters requested that the CRF be rotated back to sea commands from time to time. In addition, recruiters expressed dissatisfaction with supervisory practices and proposed the following changes:

"Less micro-management is needed."

"Get rid of involuntary extensions."

"Zone Supervisors and RINC's need to spend more time with individual recruiters on training."

"Make job classifiers experienced field recruiters."

Goaling and Eligibility Requirements

Recruiters perceive the Freeman Plan as an inequitable reward and evaluation system. Some suggested elimination of the Plan, while others suggested revisions:

"The market is not correctly identified and the Freeman Plan is based upon giving each recruiter a fair share of the market. Therefore, the system is not fair."

"STEAM (Standardized Territory Evaluation and Analysis for Management) must be updated, more accurate."

"Plug local demographic factors into the STEAM equation: Unemployment rates, median income levels, service propensity, and ethnic backgrounds of prospects have a dramatic effect on a recruiter's ability to be successful."

"Annual evaluation of recruiting station location is needed because of market shifts."

"Rotation of recruiters from metro to rural areas is needed."

"Previous inequities in the promotion and evaluation system should be remedied--restructuring by a special review board."

"Do away with the national competition system."

"Let each recruiter work with the types of recruits and recruiting tasks they would be best with."

"Probation should be extended to 9-12 months instead of 6."

"If you can't recruit after one year, you should get a Freeman Transfer no-fault."

Comments pertaining to goals are given below:

"New recruiters should not have to attain goal the first month out."

"Award goals to the station on a station level."

"Goals should be based on numbers of recruiters and experience."

"Reduce goals around Christmas and New Years."

"Goals should reflect an area's economic growth, graduate population--which should carry through for awards."

"Goals should be lowered per recruiter."

"Stop goaling recruiters and start goaling stations."

"Combined station goals and quarter/yearly goals will improve the quality of work life."

Many recruiters expressed the opinion that some eligibility requirements for Navy recruits are counterproductive. Most requested that the Navy allow non-high school graduates admission if they meet the cutoff score on the Armed Services Vocational Aptitude Battery (ASVAB).

In addition, recruiters suggested that the Navy modify its strict position regarding non-acceptance of applicants who had committed juvenile offenses. The above policy was cited as unfair to the individual applicant as well as placing Navy recruiting in a less-than-competitive status with that of the other Services.

Finances

Numerous respondents proposed that recruiting duty be counted as sea duty with parallel pay. A number of recruiters also called for improvements in child care programs and expanded employment services for their spouses.

Suggestions concerning the Variable Housing Allowance (VHA), Out-of-Pocket Expenses (OPE), Special Duty Assignment (SDA) compensations, and the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) for recruiters and their families are cited below:

"In isolated areas, government leased housing should be available."

"Needs to be a special VHA for recruiters to cover rent when government housing is unavailable." "Use credit cards instead of OPE claim forms."

"Two-hundred dollars should be given as OPE to recruiters each month, and let them budget."

"Sixty dollar OPE claims should automatically be given without receipts; over \$60 would require receipts."

"Raise SDA compensation from \$275 to \$500."

"Support personnel should receive SDA pay; they work just as hard as the recruiter."

"More pay for uniforms because recruiters have to wear dress uniforms to impress prospects."

"Total medical coverage for recruiter and his/her family and dependents is needed."

Support Issues

Recruiters stated that administrative support was needed in terms of manpower and equipment. Suggestions included reducing the amount of paperwork and documentation required to process an applicant. Office automation and computerized record keeping were also proposed. Assignment of personnel to the station solely for administrative and clerical duties was suggested.

Other suggestions follow:

"Develop a computerized recruiting program that tells which jobs are available, replaces prospect cards, does speed dialing, and contains a form that inputs information and prints it at MEPS (Military Entrance Processing Station)."

"Any station with four or more recruiters should have an E-4 to do the paperwork."

"MEPS personnel should pull a two- or three-year tour as a production recruiter."

"Get hit sheet back from MEPS on a more regular basis."

"The Navy should allow swapping of duty stations."

"Make detailers support recruiters when it comes time to transfer."

"Guidelines and Recruiting Training and Operational Procedures Standardization (RETOPS) manual should be adhered to, and not up to district, area, or inspector discretion."

"A new recruiter should be assigned initially with a highly successful recruiter in order to build confidence and learn the ropes."

Recruiters perceive a lack of support within the NAVCRUITCOM and offered suggestions that would improve their personal lives. Many of the suggestions concerned the working hours involved in recruiting. Recruiters felt that working hours should be defined and restricted to an approximate 40-hour work week. They suggested that recruiting stations not be fully manned on Saturdays and uniforms not be required on weekends. Recruiters offered a variety of suggestions that address personal concerns:

"Assist recruiters who are attending college and furthering their education."

"Create a district headquarters-level billet as a focal point for quality of life matters. This person would be assigned as the Command Master Chief/Command Career Counselor. He should be active in the Ombudsman program, the welfare and recreation program, and educational services for active duty members."

"Recruiters should have personal support interviews every three months to assure that they have enough support for them and their families."

"Funding for an exercise program should be provided."

"Support and orientation of spouses are needed."

"Districts should start team sports to reduce stress."

"Recommend a study on the legality and feasibility of purchasing health club memberships for recruiters who do not have base facilities available."

"Command-level involvement with dependents of recruiters would strengthen morale."

"Support spouses with training awards."

"Provide employment services for spouses."

Rewards

Recruiters feel that the Freeman Plan incorrectly allocates rewards. Recruiters often mentioned that leave and monetary incentives were more rewarding than ribbons, plaques, letters, and extensions of tour.

Contained below are suggestions concerning recruiter rewards and incentives:

"Compensation for making goal should be time off."

"Shut down the station when goal is made."

"New incentive plans should be made to give the proven performers fringe benefits."

"Need rewards that sailors can parade around regardless of success--if they complete three years--recognize them."

"Guarantee choice of assignment after recruiting tour."

"Recruiters should be able to wear recruiting badge and ribbons after recruiting tour."

"Reward goal with time off rather than medals and Letters of Commendation."

"Instead of receiving a voluntary extension for 4,800 Freeman points, give the recruiter the Letter of Commendation and the Navy Achievement Medal."

"Twenty Freeman points should be given to shippers."

"After 2-3 years of successful recruiting, one should be moved to an 'off production' role."

"Give a recruiter \$50 per contract and do away with Special Duty Assignment pay for on-production recruiters who come under the Freeman Plan."

"The competition system should be more goal oriented--meaning that all Navy Recruiting Districts who make goal should receive a trophy."

"Do away with the Freeman Plan, award goals to stations on a station level."

"Recruiters completing their tour should be allowed the option to take neutral or shore duty billet for two years."

Training

Training of recruiters and supervisors was criticized as being inadequate. Suggestions focused on implementing structured, continuous training of recruiters and supervisors at schools and in the field. ENRO was the most common target of discontent:

"Teach sales at ENRO like it really is."

"Mandatory sales seminars are needed for recruiters who are below Navy Recruiting District minimum PPR [production per recruit]."

"ENRO should be lengthened to two or three months with emphasis on real life recruiting--rejection, failure, and stress management."

"More attention to prospecting referrals should be provided in ENRO."

DISCUSSION

The results of the content analysis substantiate the findings of the *Navy Recruiter Survey: Interview Phase* (Robertson, 1989) and the *Management Overview* (Baker et al., 1989). The major sources of discontent (goals, hours, stress, supervision, and training) were the same regardless of how the responses were obtained.

These variables and certain aspects of the recruiting organizational structure and environment combine to create recruiter stress and a poor QWL. The salient variables identified in the content analysis can be synthesized into a conceptual diagram of components influencing recruiter QWL. The following discussion refers to Figure 20.

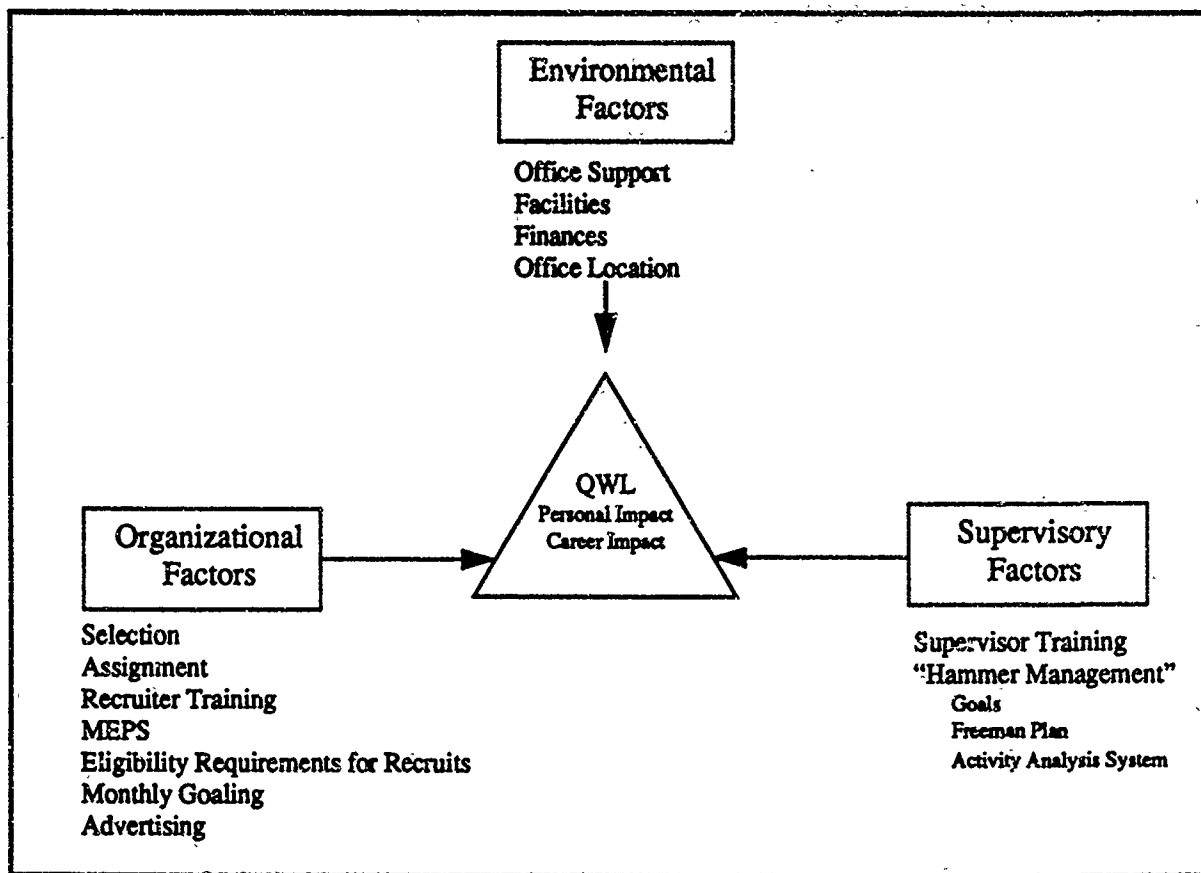


Figure 20. Recruiter QWL model.

Organizational Structure

The NAVCRUITCOM has structural components that contribute to recruiter stress. Recruiters feel that the recruiter selection process is inadequate. The process fails to identify those individuals who are best suited for the unique aspects of recruiting duty. As one recruiter remarked:

"I was a 4.0 sailor, and a damn good technician; my job is in the fleet. I think it is sad when a 4.0 sailor, after four years of good service, is forced to do a job that I feel should be voluntary. I am not a salesman."

Another organizational factor influencing recruiter QWL is training. Recruiters feel that the training they received at the ENRO is incomplete. Recruiters wrote that ENRO did not adequately prepare them for the "real world" of recruiting or teach them the necessary sales skills. ENRO was frequently cited as a "party school that graduates anyone." Recruiters also felt that ENRO should teach coping skills such as stress management and how to deal with rejection and failure.

Recruiters often mentioned that on-the-job training was lacking or ineffective in the field. They suggested that recruiters receive additional sales training on a regular basis or when they continue to be unproductive.

Recruiters believe that support personnel, such as those at the MEPS do not aid in the processing of applicants nor present a favorable image of the military to prospective recruits. MEPS personnel were often cited as being slow, rude, and uncooperative. Both administrative personnel and physicians were criticized for their lack of training and ability. Recruiters suggested that processing could be improved by permitting computerized access to applicant records and information by recruiters. They also suggested that MEPS personnel complete a recruiting tour before coming aboard to make them more aware of the stresses of recruiting duty.

Many recruiters also felt that they received little support from the Navy's Recruiting Advertising Department (RAD). A national advertising campaign is vital, say many recruiters, for improving the image of the Navy in the eyes of the public and to inform potential recruits of opportunities in the Navy. One recruiter commented that because the national advertising budget is limited, recruiters are "steadily losing the tools [they] need." Several recruiters mentioned that they pay for local advertisements out of their own pockets.

Eligibility requirements for new recruits combined with the goaling system create strain for some recruiters. Many recruiters said that the eligibility requirements and area-wide goals fail to take into account the differences between areas and the unique conditions in each area. One recruiter stated: "I think district goals should be adjusted to meet the district's mental categories." A common suggestion from the recruiters was to allow non-high school graduates with high AFQT (Armed Forces Qualification Test) scores to enlist. The AFQT is a composite score derived by summing selected ASVAB sub-test scores. It is the primary selection measure used by the Armed Forces. Also, recruiters complained about the changing monthly goals. "One month you have to concentrate on one market, then the next month you have to turn around and go after the market you ignored because of the previous month's goal."

Environmental Factors

Recruiters are also affected by station assignment. Many of the recruiters are assigned to areas where there are no Navy or other military installations. As a consequence, they must pay for civilian housing, medical care, and living expenses. Many recruiters complained that the VHA, CHAMPUS coverage, and SDA compensation are inadequate, causing financial strain. Recruiters are also faced with isolation; their families and spouses do not have the support and benefits provided in a military community.

The locations of the recruiting stations also influence the ability of recruiters to do their jobs. Many recruiters complained that their stations were in rural, sparsely populated areas; others noted that the attractiveness of local colleges and universities hampered their ability to entice young people to enlist. The frustration experienced by recruiters when attempting to reach goal in hostile and difficult environments jeopardizes not only the personal welfare of the recruiter but also his/her career.

Finally, the state of the actual recruiting station in terms of facilities was mentioned as a setback to success. Recruiters mentioned problems with the furniture and maintenance of the office as well as with office equipment (photocopiers, fax machines, vehicles, films, etc.). One recruiter wrote: "I am in a six-person station and we are in an office that has 530 square feet of space." Another recruiter from the same station noted; "No copier or fax; Fairchild machine out of date; office requires paint job."

Supervision

Supervision and "hammer management" were two of the ten most commonly described dissatisfiers. A majority of the recruiters feel that their supervisor's style, his or her ability to manage, and supervisory misuse of the Freeman Plan are major contributors to their poor QWL.

Recruiters complained that their supervisors, many of whom have been off-production for some time, were unable to empathize with the stresses of production and failed to provide professional and personal support. The CRF was often criticized for lack of leadership and inability to manage effectively. One frequent suggestion was for career recruiters to be put on production, at least for a short period, so that they would better understand the daily pressures and the changes in the recruiting market since they left production. Also, there was a call for more adequate training for the supervisory personnel. "The CRF Community needs to be updated and retrained in management," suggested one recruiter.

Recruiters feel that "hammer management" is the norm. Recruiters are threatened constantly and protest that their standing in the Navy does not warrant such treatment. For example, one recruiter writes: "RINCs and Z/Ss [zone supervisors] should not treat a first class petty officer as if he were a Seaman Recruit. They threaten your career on a daily basis and try to drive your attitude to zero."

The Freeman Plan, the goaling system, and the Activity Analysis System are the major tools that recruiters feel are being used as "hammers," rather than as tools to help them succeed. The Activity Analysis System is used to monitor recruiter performance by logging daily phone contacts, interviews scheduled, etc. One recruiter reports, "I feel that tabs are nothing more than a way for the district to come down on recruiters if they don't make goal." Recruiters do not feel that they are being evaluated for their effort; goal is the only thing that matters. Another recruiter states: "I work long hours and that doesn't bother me as long as I make goal. But, there are months when I work just as long and don't make goal and I'm a dirtbag." Recruiters cite micro-management and emphasis on phone calls and other "gates" as some of the mechanisms used to intimidate them.

Recruiter QWL

All of the areas discussed above can affect the personal life and career of the recruiter. A recruiter's future is uncertain. The recruiters are unsure of the impact that recruiting may have on their careers and often have trouble keeping current in their rating because of the time involved in recruiting. The recruiters often commented that they feel they have no control over their future in the Navy. The recruiters explain that this lack of control is due to evaluations based on goals that are not relevant to local conditions. Also, they feel that their success lies in the hands of those who may or may not decide to enlist in the Navy. These feelings of powerlessness are exacerbated by

supervisory threats, lack of support from both supervisors and MEPS personnel, and personal and family problems.

The recruiters work long hours because of pressure and intimidation from supervisors to achieve goals that they perceive are unrealistic and unfair. They are not justly rewarded for effort or treated with the respect that their rank entitles them. Recruiters are frustrated because they cannot spend time with their families. In addition, families often find it difficult to understand the time involved in recruiting, adding more stress to the situation.

Most recruiters have an extremely positive attitude toward the Navy and express loyalty and respect toward the Navy Recruiting Command and military service. However, the conditions in which they are required to work and the extreme stress of recruiting duty make it difficult for these individuals to maintain this positive attitude and function as successful recruiters.

RECOMMENDATIONS

The following are recommendations that have been extrapolated from the entire sample of recruiter written responses.

Recruiter selection and assignment are problem areas. Many recruiters thought that recruiting duty should be on a volunteer basis only.

Recruiter training should be enhanced. Recruiters should be presented with a realistic preview of recruiting and prepared to cope with rejection and failure. Training out in the field should also be expanded and improved.

Selection methods and screening should identify those who are best suited for the duty of recruiting and not rely on fleet performance ratings only.

Quality of advertising should be improved and the amount of advertising increased to attract recruits. More funds should be allocated to advertising.

Supervisors should have at least the same amount of recruiting experience as their subordinates. Structured, continuous supervisor training is needed. Recruiters perceive a lack of leadership in the field.

The market of available recruits is incorrectly identified and goaling should be tailored to the particular Navy Recruiting District.

Teamwork should be emphasized in recruiting as it is in the fleet.

Recruiters suggested that recruiting duty should be counted as sea duty and compensation should parallel sea pay.

Government housing should be provided in isolated areas. Variable Housing Allowance (VHA) is perceived as inadequate in some areas. VHA should take into consideration geographic location and cost of civilian housing.

Affordable, comprehensive medical coverage is needed for the recruiter and dependents.

Special duty assignment and out-of-pocket compensation policies should be revised.

Recruiters feel they should be granted leave, regardless of goal, and should not have to work holidays.

Paperwork and documentation should be reduced or automated. Administrative support personnel are needed to perform clerical tasks and obtain recruit records.

Stress management techniques should be integrated into initial and on-the-job recruiter training.

Monetary incentives and leave are perceived as being more beneficial than the rewards designated in the Freeman Plan.

Recruiter training should focus on developing sales skills. Refresher courses are needed in the field on a continuing basis.

REFERENCES

- Baker, H. G., Somer, E. P., & Murphy, D. J. (Jun 1989). *Navy recruiter survey: Management overview* (NPRDC-TR-89-16). San Diego: Navy Personnel Research and Development Center.
- Blankenship, M. H., Murphy, D. J., Somer, E. P., & Baker, H. G. (Jun 1989). *Navy recruiter survey: Responses by Navy recruiting area* (NPRDC-TN-89-22). San Diego: Navy Personnel Research and Development Center.
- Robertson, D. W. (Mar 1989). *Navy recruiter survey: Interview phase* (NPRDC-TN-89-16). San Diego: Navy Personnel Research and Development Center.

**Navy Recruiter Survey:
Content Analysis of Free Response Data**

Anne E. Aunins
Kenna E. Sander
Patrick W. Giannetto
Sandra J. Wilson

Reviewed and approved by
Emanuel P. Somer

Released by
Jules I. Borack
Director, Personnel Systems Department

Approved for public release;
distribution is unlimited.

Navy Personnel Research and Development Center
San Diego, California 92152-6800

APPENDIX A
NAVY RECRUITER SURVEY



COMMANDER
NAVY RECRUITING COMMAND

17 FEB 1989

Dear Recruiter,

Your job is one of the most important in the Navy. You are actively involved in building our future Navy by recruiting the best men and women available. You have a most difficult challenge, and in meeting this challenge you have in some cases had to make severe personal sacrifices. I remain concerned about your quality of life and have tasked the Navy Personnel Research and Development Center (NAVPERSRANDCEN) to conduct a survey to measure the quality of recruiter life. I am hopeful that the answers you give and suggestions you make will help improve the quality of your working life and make your job a little easier and less stressful.

I want to emphasize that this is an anonymous questionnaire. Your answers will remain confidential and will be used for study purposes only. Please follow the directions in the survey questionnaire carefully. Completion of the survey in a timely manner is critical. Your district headquarters will provide details as to when you should complete the survey and how it is to be mailed.

Keep up the great work!

Sincerely,

H. C. MCKINNEY
Rear Admiral, U.S. Navy

NAVY RECRUITER SURVEY

1989



Developed for the
Chief of Naval Personnel
by

Navy Personnel Research and Development Center
San Diego, California 92152-6800

INFORMATION AND INSTRUCTIONS

This questionnaire was developed from interviews with 150 production recruiters between 25 Jan and 02 Feb 89. Recruiters were interviewed at NRD's in Portland, OR; San Antonio, TX; Chicago, IL; Boston, MA; New York, NY; Chattanooga/Memphis, TN; Atlanta, GA; Buffalo, NY; San Diego, CA; Los Angeles, CA and Harrisburg, PA. Even if you were interviewed previously or participated in the pretest, we'd still like you to complete this questionnaire.

NOW IT'S YOUR TURN TO MAKE YOUR VOICE HEARD!

The questionnaire is made up of three parts:

PART ONE consists of statements that reflect many aspects of your job ranging from how you were selected to be a recruiter to the effects of recruiting duty on your quality of life.

PART TWO contains some of the changes that recruiters have suggested that might make recruiting duty better.

PART THREE asks you to provide information about your job and yourself. Your answers to these questions will help us understand the information you provided in Parts One and Two.

Remember, this questionnaire is anonymous. We have no way to identify you--and we don't care to.

Please take time to carefully read the instructions for each part of the survey. It should take you about one hour to complete. Please fill out the questionnaire **WITHIN TWO DAYS**, place it in the enclosed envelope, seal it, and follow the instructions given by your District on how to return the package back to us. Thank you.

If you have any questions regarding this survey, please call Ms. Dianne Murphy at NAVPERSRANDCEN, (619) 553-7652.

**Navy Personnel Research and Development Center
Survey Team**

I. RECRUITING LIFE

Please give us your impression of the quality of recruiting life as it is right now. Mark your answer by **CIRCLING** the number to the right that comes closest to describing your opinion.

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
1.	Recruiting duty was my first choice assignment prior to leaving my last command.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
2.	I didn't want to become a recruiter.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
3.	The location to which I am assigned is the one I wanted.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
4.	I am happy with the location to which I am assigned.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
5.	Sailors with the proper personality and motivation are being selected for recruiting duty.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
6.	I had an accurate idea of what recruiting duty would be like before I reached my station.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
7.	Sailors with financial problems or family medical problems are being assigned to recruiting.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
8.	Recruiters are assigned to stations without any consideration of the overall experience level of the station.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
9.	As a new recruiter I was sponsored by an experienced recruiter who helped me learn the system.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
10.	Training at ENRO prepared me for "real world" recruiting.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
11.	People graduate from ENRO who should not.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
12.	There is enough hands-on training <u>after</u> ENRO before recruiters start production.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
13.	I have received the specified RQS training.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
14.	The education specialists are really important to my success.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
15.	My RINC provides adequate OJT on a regular basis.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
16.	I anticipate a problem in getting training in my rating before returning to the fleet.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
17.	My recruiting district provides adequate OJT and formal training.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
18.	I was prepared for the stress and pressure of recruiting duty.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
19.	I receive refresher training on a regular basis throughout the year.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
20.	The Recruiter Mobile Training Team (RMTT) is helpful.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
21.	There is a need for more "show and tell" training throughout the year.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
22.	My district has a comprehensive training and development program for all recruiters.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
23.	The national leads program is adequate.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
24.	Selective service leads are not really worthwhile.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
25.	Local advertising produces many valuable leads.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
26.	The amount of Navy advertising at the national level makes it difficult for me to sell the Navy.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
27.	I can get all of the RADS and promotional items I need to do my job.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
28.	Lists of potential applicants from the local high school(s) are available as soon as I need them.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
29.	Lists of individuals who have registered with the selective service are available to use as leads.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
30.	The lists available from the selective service are helpful.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Modemly Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
31.	The Hometown Area Recruiting Program (HARP) is valuable in producing leads.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
32.	I lose a significant number of applicants to the other Services because they believe the other Services offer a better product.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
33.	Potential applicants have the same knowledge about the Navy as they have of other Services.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
34.	Navy has a good image among potential recruits.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
35.	Navy recruiting programs offer potential applicants incentives that are competitive with those of the other Services.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
36.	My local command's fiscal year awards program is inconsistent and ineffective.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
37.	The top awards in the Freeman Plan can be earned by any hardworking recruiter.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
38.	All recruiters have the same opportunity to succeed under the Freeman Plan.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
39.	The Freeman Plan is more of a threat than an incentive.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
40.	Performance evaluations focus too much on recent failures and fail to take into account previous successes(Hero to Zero).	[1]	[2]	[3]	[4]	[5]	[6]	[7]
41.	I get more personal recognition for recruiting duty than I get in the fleet.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
42.	The one month goal period is too short.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
43.	The awards that can be earned by recruiters (e.g., certificates, plaques, letters of commendation) help sailors advance.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
44.	I fully understand the district's competition system.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
45.	The district competition system stresses quantity over quality.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
46.	Army recruiter incentives are more fairly awarded than the Navy's.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
47.	More emphasis and time should be placed on permitting recruiters to work the out-month DEP rather than current month shipping.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
48.	I am allowed to use my best method of recruiting as determined by the Activity Analysis System.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
49.	The Activity Analysis System is used as part of my OJT.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
50.	The Activity Analysis System helps me make goal.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
51.	I feel my "tabs" will be used to punish me.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
52.	I feel the goaling system in my district is fair and I receive my goal based on my share of the qualified market.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
53.	The district and my zone supervisor do an excellent job of periodically reviewing my zone boundaries and market.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
54.	It is appropriate to delete points from my performance if my enlistee washes out of boot camp.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
55.	The pressures of meeting monthly accession goals has kept me from really working my high school seniors market.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
56.	I believe goals are allocated to recruiters in an objective manner.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
57.	My monthly goal is primarily for new contracts.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
58.	My monthly goal is primarily for accessions.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Modemely Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
59.	A more aggressive Navy Advertising Program would make recruiting easier.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
60.	Many things that determine if I make goal are out of my direct control.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
61.	I feel pressure from management to continue to recruit even after achieving my goal.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
62.	I generally receive recognition for good job performance.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
63.	My ability to meet goal is about the same as the other Service's recruiters who work the same market.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
64.	The Special Duty Assignment (SDA) pay for recruiting duty is widely known to sailors who are considering recruiting duty.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
65.	The SDA pay is the best thing about recruiting.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
66.	The Navy recruiters at this station work together as a team.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
67.	There is a real feeling of teamwork in my zone.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
68.	There is a real feeling of teamwork in my district.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
69.	As a recruiter, I am trusted and respected by my chain-of-command.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
70.	There is good communication from the top down in my chain-of-command.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
71.	CRF people in my district don't understand the pressures of being a recruiter in the field.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
72.	I feel good about being a recruiter because I feel I have helped people by getting them into the Navy.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
73.	Experienced recruiters are selected to be station RINC.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
74.	Supervisors need more training as supervisors.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
75.	There should be formal schooling (two to four weeks) for those selected as zone supervisors.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
76.	Pressures from the district and above prevent my supervisor from providing me adequate training.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
77.	Zone sups rely too much on fear and intimidation instead of positively motivating recruiters.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
78.	Chief Recruiters rely too much on fear and intimidation instead of positively motivating recruiters.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
79.	RINC's and zone sups are rotated too frequently.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
80.	My immediate supervisor demonstrates professionalism and strong leadership ability.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
81.	I get along well with my immediate supervisor.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
82.	The recruiting area staff really support me in helping me to meet my goals and objectives.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
83.	Preparation for SAT inspections detracts significantly from my recruiting activities.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
84.	MEPS personnel provide inadequate support.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
85.	My recruiting district provides timely assistance with pay and disbursing problems.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
86.	My recruiting district has a good sponsorship program.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
87.	My recruiting district provides stress management training.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
88.	The chain-of-command works effectively in my district.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Modemely Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
89.	Navy installations actively support recruiting in my district.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
90.	Navy associated organizations (e.g., The Navy League and The Fleet Reserve Association) actively support recruiting in my district.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
91.	The paperwork demands in my job are reasonable.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
92.	My recruiting district delivers out-of-pocket expense checks promptly.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
93.	From my observation, I am as well prepared and supported as recruiters from the other Services.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
94.	My recruiting district delivers awards and incentives promptly.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
95.	The location/visibility of this recruiting station is good.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
96.	I am located in office space with recruiters from the other Services.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
97.	Co-locating all Service recruiters in the same office building is a good idea.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
98.	The hours/days of operation of this recruiting station match the prospective recruit traffic.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
99.	I am concerned about personal safety at my recruiting station.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
100.	It is easy to find parking near my recruiting station.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
101.	Parking near my recruiting station is adequately secure.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
102.	Our recruiting station has adequate photocopy/FAX equipment.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
103.	Our recruiting station has adequate audio/visual equipment.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
104.	I am satisfied with the interior appearance of my recruiting station.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
105.	There is adequate telephone service at my station for me to do my job.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
106.	I have adequate supplies to do my job.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
107.	A vehicle is always available when I need it.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
108.	Compared to other shore duty available for people in my rating, recruiting is better for my career.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
109.	Because of my experiences as a recruiter, I do not intend to continue my career in the Navy beyond this assignment.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
110.	Being a recruiter will help me advance in the Navy.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
111.	Being a recruiter has a "make or break" effect on one's Navy career -- if I make goal, it will help my career; if I do not make goal, it will hurt my career.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
112.	Because I am working out of my rating, being a recruiter will hurt my chances for advancement within my rating.	[1]	[2]	[3]	[4]	[5]	[6]	[7] [N/A]
113.	Recruiters should have more career development opportunities within recruiting after they have demonstrated their abilities as a production recruiter.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
114.	I would be willing to be a member of an OCS or Nurse recruiter team made up of seasoned enlisted recruiters.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
115.	I would be willing to be a guidance counselor/classifier at the MEPS.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
116.	If selected for the Career Recruiter Force, I would accept.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
117.	Being a successful recruiter will make me a more understanding leader back in the fleet.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree	
118.	I have learned many valuable skills while being a recruiter.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
119.	If I obtain a "no-fault" or "Freeman T" transfer it will hurt my career.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
120.	I am given the necessary time and appropriate materials to study for advancement exams while on recruiting duty.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
121.	I would rather return to sea duty than finish my tour as a recruiter.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
122.	My evaluations as a recruiter are lower than before I was assigned to recruiting duty.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[N/A]
123.	I would take another recruiting tour if it were offered to me.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
124.	My evaluations while on recruiting duty reflect the effort I put into the job.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[N/A]
125.	I enjoy the challenge of recruiting duty.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
126.	In this recruiting zone, prospects perceive that the benefits of enlisting in the Navy are better than civilian jobs.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
127.	Job stress is a problem for me.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
128.	Job pressures have kept me from taking leave when I wanted to.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
129.	Job pressures have kept me from studying for exams when I needed to.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
130.	I feel much stress in my job.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
131.	My job as a recruiter is more stressful relative to other Navy jobs.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
132.	I have to spend too much time in my car ("windshield time").	[1]	[2]	[3]	[4]	[5]	[6]	[7]	

		Strongly Disagree	Modemely Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree	
133.	My working hours leave me enough time for my personal life.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
134.	My job responsibilities still allow me to plan my personal life.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
135.	My work schedule still leaves me enough time to take care of personal business such as banking, car maintenance, etc.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
136.	I feel that the quality of life issues are being addressed.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
137.	I am compensated for working holidays and extra hours.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
138.	My quality of life is on a par with the other Service recruiters I associate with in my area.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
139.	Former recruiters advised me not to take a recruiting assignment.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
140.	I would advise my friends to consider recruiting duty.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
141.	I often think about problems from work while I am at home.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
142.	I sometimes treat my family or friends poorly because of problems from work.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
143.	The Variable Housing Allowance (VHA) is adequate to cover my living expenses in this area.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
144.	The Out-of-Pocket Expense allowance (OPE) is sufficient to cover the cost of dealing with prospective applicants.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
145.	My spouse/girlfriend/boyfriend understands how much pressure I have on the job.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[N/A]
146.	My spouse received an information packet explaining the new duty before arriving at this recruiting station.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[N/A]

		Strongly Disagree	Modestly Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree	
		[1]	[2]	[3]	[4]	[5]	[6]	[7]	
147.	My recruiting district provides good quality counseling services related to personal and family problems.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
148.	My recruiting district provides adequate assistance with medical/CHAMPUS problems.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
149.	My recruiting district provides good quality financial counseling.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
150.	Getting medical care for <u>myself</u> is a problem at this location.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
151.	Getting <u>family</u> medical care is a problem at this location.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
152.	I have trouble finding doctors who will accept CHAMPUS.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[N/A]
153.	Because of late CHAMPUS payment, I am having financial difficulties.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[N/A]
154.	The family ombudsman program works well here.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[N/A]
155.	The lack of opportunity to make contact with other Navy spouses at this location has caused a problem for my spouse.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[N/A]
156.	It would improve my quality of life if government leased housing was available at this location.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[N/A]
157.	The shortage or high cost of housing in this area often causes recruiters to leave their families behind and become "geographic bachelors."	[1]	[2]	[3]	[4]	[5]	[6]	[7]	
158.	Military family housing was available in my locality, but the waiting list was too long for me to consider it as an option.	[1]	[2]	[3]	[4]	[5]	[6]	[7]	[N/A]

II. SUGGESTED CHANGES

Please give your opinion of each of the following changes your peers have suggested. Some of the proposed changes are creative and innovative -- *do not consider feasibility* when evaluating the proposals. As before, **CIRCLE** the number to the right that comes closest to describing your opinion.

At the end of this section, you will be asked to rank the top ten most important items -- those that you think would have the most impact in improving the quality of your life. To make the job easier, we suggest that, while going through the 42 suggestions, you mark the ones you feel most strongly about.

	Strongly Disagree	Modemely Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
1. Recruiters should be given a realistic preview of recruiting duty (e.g., information about the good and bad aspects of recruiting duty) before detaching from the prior duty station.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
2. The Navy should come up with a better way to select sailors who will make good recruiters.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
3. When station assignments are made, more effort should be made to match recruiters to the ethnic/racial/religious mix of the community.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
4. Special consideration should be given to the availability of childcare and medical facilities at the recruiting station when assigning single parents to recruiting duty.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
5. The Navy should develop a team of recruiters who are responsible for recruiting future recruiters.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
6. If recruiters are unsuccessful, and they have demonstrated sufficient effort, they should be able to leave recruiting without it having a negative impact on their careers.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
7. Additional sales training at ENRO would be helpful.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
8. More realistic sales training at ENRO that allows for experiencing failure would be helpful.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Modestly Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
9.	Training in stress management should be given at ENRO and continued regularly in the field.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
10.	Recruiters should get refresher training after a year on the job.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
11.	The classifier's job should be filled by highly successful former recruiters.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
12.	Recruiters should have a variety of awards they can choose from when they reach a certain level of performance in the district's competition system.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
13.	Recruiting duty should be strictly voluntary.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
14.	Chief Recruiter and Master Chief of the Command should <u>not</u> be the same person.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
15.	This recruiting station should be provided more and better office equipment and supplies.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
16.	The Navy should have a more aggressive advertising campaign.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
17.	The Navy should have a catchier advertising slogan.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
18.	Recruiters should be able to discuss programs and ratings with applicants.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
19.	The Navy should have an extensive "Support the Recruiter" program that would have components such as Admirals giving COI presentations, developing ship visitation/installation open house programs with recruiter assistance as a major objective, and fleet involvement in helping recruiters get the Navy message to the public.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
20.	The Freeman Plan should be flexible enough to meet the changing recruiting environment.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
21.	Goals should be based on a longer time period (e.g., bimonthly or quarterly goals).	[1]	[2]	[3]	[4]	[5]	[6]	[7]
22.	Goals should be allocated at the recruiting station level rather than at the individual recruiter level.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
23.	Stations should be organized as a team so that recruiters could specialize in jobs they do best.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
24.	Recruiters within a station should be allowed to share goals.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
25.	Jobs should be redesigned to reduce the paperwork recruiters are required to complete.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
26.	In planning station locations, the number one consideration should be high visibility/high traffic.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
27.	In order to adequately cover the territory assigned, there should be no vehicle mileage limitation.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
28.	In order to adequately cover the territory assigned, there should be more vehicles assigned to the field.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
29.	The government should provide secure parking near the recruiting station for personal vehicles belonging to recruiters and applicants.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
30.	Recruiters should be allowed to take government cars home daily.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
31.	The Navy should develop a model recruiting district in which to try new ideas.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

		Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Generally Agree	Strongly Agree
32.	Recruiters should be given relief from their production goals to study for advancement exams.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
33.	All of the time spent on recruiting duty should count toward the sea duty requirement.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
34.	Recruiters should receive extra credit at any selection or promotion board because of recruiting duty.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
35.	The Navy should make more welfare and recreation funds available for zone functions for recruiters and their families.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
36.	District COs should be given authorization to approve transportation in government vehicles for command functions.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
37.	Special funding should be considered for childcare arrangements for command functions.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
38.	Recruiter tour length should be reduced to two years.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
39.	Recruiter tour length should be longer.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
40.	Private health insurance should be provided for <u>recruiters</u> in isolated locations away from military health care facilities.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
41.	The Navy should pay for CHAMPUS supplemental insurance for families of recruiters in isolated areas.	[1]	[2]	[3]	[4]	[5]	[6]	[7]
42.	The Navy should provide government leased housing for recruiters if military family housing is unavailable near the duty station.	[1]	[2]	[3]	[4]	[5]	[6]	[7]

Now we would like you to select from the 42 suggested changes in this section, the 10 changes that you think would improve your quality of life the most. **CONSIDER ONLY THOSE ITEMS IN SECTION II.** Then, after selecting the 10, we would like you to rank them here by order of importance, placing the number of the item in the brackets provided.

This is my ranking of the top ten suggested changes:

Rank	Item Number
[1]	Item []
[2]	Item []
[3]	Item []
[4]	Item []
[5]	Item []
[6]	Item []
[7]	Item []
[8]	Item []
[9]	Item []
[10]	Item []

What would be the most important change that could be made to help Navy recruiters? (You do not have to use the above list or items in this section.)

III. JOB AND PERSONAL INFORMATION

The following questions ask you to provide some specific information about your job as a recruiter. You are reminded that your answers will be kept **CONFIDENTIAL** and we will make no attempt to identify you.

Continue to respond as before by **CIRCLING** the answer that comes closest to describing your opinion.

JOB INFORMATION

1. What is your pay grade?

- [1] E5
- [2] E6
- [3] E7
- [4] E8

2. How long have you been in the Navy, including other military service?

- [1] Less than 4 years
- [2] More than 4 but less than 8 years
- [3] More than 8 but less than 12 years
- [4] More than 12 but less than 16 years
- [5] More than 16 but less than 20 years
- [6] More than 20 years

3. In which community are you normally assigned?

- [1] Air
- [2] Surface/deck
- [3] Surface/hull
- [4] Submarine
- [5] Medical
- [6] Other

4. How long have you been a recruiter?

- [1] Less than 1 month
- [2] More than 1 but less than 3 months
- [3] More than 3 but less than 6 months
- [4] More than 6 but less than 9 months
- [5] More than 9 but less than 12 months
- [6] More than 12 but less than 24 months
- [7] More than 24 but less than 36 months
- [8] More than 36 months

5. How long have you been at this recruiting station?

- [1] Less than 1 month
- [2] More than 1 but less than 3 months
- [3] More than 3 but less than 6 months
- [4] More than 6 but less than 9 months
- [5] More than 9 but less than 12 months
- [6] More than 12 but less than 24 months
- [7] More than 24 but less than 36 months
- [8] More than 36 months

6. How many times have you been switched to different zones?

- [0] Zero
- [1] One
- [2] Two
- [3] Three or more

7. Where is your station located?

- [1] In a rural location
- [2] In an metro location
- [3] In a combination of metro and rural

8. Do you consider your station a ...

- [1] Full time NRS?
- [2] Parttime office (PTO)?
- [3] Satellite station?

9. What is the size of your recruiting station including your RINC?

- [1] One
- [2] Two
- [3] Three
- [4] Four
- [5] Five or more

10. How many times did your station make goal in the last six months?

- [0] Zero
- [1] 1-2
- [2] 3-4
- [3] 5-6
- [4] Don't know

11. Did your station make goal last month?

- [1] Yes
- [2] No

12. How many times did you make goal in the last six months?

- [0] Zero
- [1] 1-2
- [2] 3-4
- [3] 5-6
- [4] Don't know

13. Did you make goal last month?

- [1] Yes
- [2] No

14. Have you been nominated for a Freeman Transfer within the last year?

- [1] Yes
- [2] No
- [3] Don't know

15. How rapidly do you think that you have advanced in your Navy career?

- [1] Much slower than average
- [2] Somewhat slower
- [3] About average
- [4] Somewhat faster
- [5] Much faster than average

16. How long do you think it takes typical new recruiters, once they arrive at their new recruiting stations, to be able to perform their jobs at top efficiency?

- [1] Under 3 months
- [2] More than 3 but less than 6 months
- [3] More than 6 but less than 9 months
- [4] More than 9 but less than 12 months
- [5] More than 12 but less than 18 months
- [6] More than 18 but less than 24 months
- [7] More than 24 months

17. Approximately how much are your average monthly out-of-pocket expenses for recruiting activities?

- [1] They are adequately covered by the OPE allowance (\$60 or less)
- [2] \$60-64
- [3] \$65-69
- [4] \$70-74
- [5] \$75-79
- [6] \$80-84
- [7] \$85-100
- [8] Over \$100

18. How many hours do you work in a typical work week?

_____ hours

19. How many days of leave did you take during the past year?

- [1] I haven't taken any leave during the past year
- [2] 1-5 days
- [3] 6-10 days
- [4] 11-15 days
- [5] 16-20 days
- [6] More than 20 days

20. What is your "windshield time" to your MEPS?

- [1] Under 15 minutes
- [2] From 15 to 30 minutes
- [3] From 30 to 45 minutes
- [4] From 45 minutes to 1 hour
- [5] From 1 to 1 1/2 hours
- [6] From 1 1/2 to 3 hours
- [7] More than 3 hours

21. How often do you drive applicants to MEPS?

- [1] Never
- [2] Occasionally
- [3] Weekly
- [4] More than once a week

22. What is the most frequent objection you hear from prospects?

- [1] Other Services offer better programs
- [2] Going to college
- [3] Parents/COI object to service
- [4] Low pay in military
- [5] Other _____

23. What is the most frequent DBM of your prospects?

- [1] Adventure
- [2] Patriotism
- [3] Steady job with good pay and benefits
- [4] Navy skill training
- [5] Preparation for civilian career
- [6] Personal growth
- [7] Other _____

24. Which of the following recruit incentives would be most beneficial to implement or expand? (Rank the top 3 by placing a "1" beside the item that would be most beneficial, a "2" on the line next to the second most beneficial item, and a "3" next to the third most beneficial.)

- _____ [a] Navy College Fund
- _____ [b] Enlistment bonuses
- _____ [c] "Fleet" of choice
- _____ [d] In-service education leading to 2-year (AB) degree
- _____ [e] Shorter enlistment options for GENDET-recruits
- _____ [f] Repayment of college loans
- _____ [g] Other _____

PERSONAL INFORMATION

25. What is your gender?

- [1] Male
- [2] Female

26. What is your marital status?

- [1] Never been married
- [2] Married
- [3] Separated/divorced
- [4] Widowed

27. How many dependents do you have?

- [0] None
- [1] One
- [2] Two
- [3] Three
- [4] Four
- [5] Five
- [6] More than five

28. What is your commute time from home to the nearest full-service military facility in your area (commissary, exchange, etc.)?

- [1] About 15 minutes
- [2] About 30 minutes
- [3] About 45 minutes
- [4] About 1 hour
- [5] From 1 to 1-1/2 hours
- [6] From 1-1/2 to 3 hours
- [7] More than 3 hours

29. Do you carry CHAMPUS supplemental insurance?

- [1] Yes
- [2] No
- [3] Not applicable

30. Approximately how much are your average monthly out-of-pocket expenses for medical care for YOURSELF?

- [1] Under \$25
- [2] \$25-49
- [3] \$50-74
- [4] \$75-100
- [5] Over \$100

30. Approximately how much are your average monthly out-of-pocket expenses for medical care for YOUR FAMILY?

- [1] Under \$25
- [2] \$25-49
- [3] \$50-74
- [4] \$75-100
- [5] Over \$100

31. What are your Navy career plans?

- [1] I am eligible for retirement now
- [2] I plan to remain on active duty until eligible for retirement
- [3] I plan to reenlist or extend one or more times but will probably not stay until retirement
- [4] I plan to leave when I complete my current service obligation (or extension)
- [5] I am undecided about my career plans

32. Please circle the NRD to which you are assigned:

Area 1

- [01] Albany
- [02] Boston
- [03] Buffalo
- [04] New Jersey
- [05] New York
- [06] Philadelphia

Area 4

- [15] Cleveland
- [16] Columbus
- [17] Detroit
- [18] Harrisburg
- [19] Pittsburg
- [20] Washington

Area 7

- [29] Albuquerque
- [30] Dallas
- [31] Denver
- [32] Houston
- [33] Little Rock
- [34] Memphis
- [35] New Orleans
- [36] San Antonio

Area 3

- [07] Atlanta
- [08] Columbia
- [09] Jacksonville
- [10] Miami
- [11] Montgomery
- [12] Nashville
- [13] Raleigh
- [14] Richmond

Area 5

- [21] Chicago
- [22] Indianapolis
- [23] Kansas City
- [24] Louisville
- [25] Milwaukee
- [26] Minneapolis
- [27] Omaha
- [28] St. Louis

Area 8

- [37] Los Angeles
- [38] Portland
- [39] San Diego
- [40] San Francisco
- [41] Seattle

Please give your written comments here about anything related to recruiting duty and your quality of life:

Thank you for your participation!

APPENDIX B
CONTENT ANALYSIS CATEGORY IDENTIFICATION

CONTENT ANALYSIS IDENTIFICATION CATEGORY

(1) IDENTIFICATION

1-4 ID = identification number

(2) STRESS

5 STRESCOM = global comments about psych stress

1 = negative comment; 2 = positive comment

Description: Pressure, anxiety, stress, tension, depression, mental breakdown, going crazy, alcohol/drug abuse, alcohol/drug treatment, counseling, therapy.

6 PHYSIO = physiological

1 = negative comment; 2 = positive comment

Description: Hypertension, heart attack, ulcers, headache, weight fluctuation.

7 CONFLICT = family conflict

1 = negative comment; 2 = positive comment

Description: Divorce; separation; failing marriage; arguments with spouse, children, parents; fights.

8 SUICIDE = suicidal themes

1 = negative comment; 2 = positive comment

Description: Wishing to be dead, thoughts of suicide, method of suicide (gun, etc.), actual attempts on life.

(3) HOURS

9 HOURCOMM = global comments

1 = negative comment; 2 = positive comment

Description: Not enough time, hours are acceptable, work greater-or-less than 40 hours/week, work too long, goals causal of long hours, "when I do/don't make goals, I have to stay late," work longer work weeks at the beginning of the month than at the end when goals are met.

10 HOURCON = family conflict

1 = negative comment; 2 = positive comment

Description: Hours cause arguments; hours don't leave time to attend to family events; cannot see relatives; absent for family surgery, funerals, illness; miss anniversaries, birthdays, and weddings.

11 BUSHOURS = personal business

1 = negative comment; 2 = positive comment

Description: Can't fix house, car, general maintenance; banking; personal business completion; spouse attends to all/majority of household and family responsibilities.

12 EXAMPREP = advancement exam preparation

1 = negative comment; 2 = positive comment

Description: Goals/hours work interfere with time needed to study for advancement exams, repeatedly taken exam and failed because there is no available study time, or cannot even take the exam.

13 FITNESS = physical fitness

1 = negative comment; 2 = positive comment

Description: Out of shape, no time/place to exercise, Navy should provide exercise facility, out of shape because no time to exercise.

14 INVOLVE = community involvement

1 = negative comment; 2 = positive comment

Description: Cannot participate in community organizations that would promote Navy/recruiting by increasing contacts; cannot participate in outside activities, hobbies.

15 HOLIDAY = work holidays

1 = negative comment; 2 = positive comment

Description: Required to work federal and regular holidays for prospecting; not home for Christmas, New Years, etc.

16 LEAVE = leave granted

1 = negative comment; 2 = positive comment

Description: Leave delayed according to goal requirements, afraid to take leave, no time for leave, leave permission not granted.

17 DRIVING = windshield time

1 = negative comment; 2 = positive comment

Description: Windshield time, transport to MEPS at # AM, have to leave/travel # hours weekly for recruiting activity.

(4) GOALS

18 GOALCOMM = global comments

1 = negative comment; 2 = positive comment

Description: Global/miscellaneous comments about goals; too stringent, too difficult; goals acceptable/unacceptable. Example: "Take the pressures of goals away."

19 TEAMWORK = teamwork

1 = negative comment; 2 = positive comment

Description: Teamwork or lack thereof (e.g., competition) between individuals, zones, districts, supervisors; goal system makes teamwork occur/not occur.

20 MNTHGOAL = monthly requirements for different types of recruits

1 = negative comment; 2 = positive comment

Description: Monthly requirements of different types of recruits change; demands of mental groups, males/females, 11s, 12s, CAT I, II, III, IV's, etc.; month-goal doesn't take into account availability of certain types of recruits. Changes in goaling--goaling should be yearly/quarterly, etc. Standardized Territory Evaluation and Analysis for Management (STEAM); goaling doesn't consider those going to college, cultural attitudes toward military, economics of area, employment rates, inaccurate market survey, and lack of patriotism in younger generation.

(5) FINANCES 21

21 FINANCES = global comments

1 = negative comment; 2 = positive comment

Description: Global comments about money gained or lost either directly or indirectly through recruiting tour. "I am not making enough money."

22 VHA = variable housing allowance

1 = negative comment; 2 = positive comment

Description: VHA is adequate/inadequate for area; VHA should be provided; base housing not available; paying more rent; paying civilian housing cost.

23 CHAMPUS = CHAMPUS medical coverage

1 = negative comment; 2 = adequate; 3 = inadequate

Description: Comments concerning medical coverage, medical benefits; doctors willing/unwilling to process paperwork or accept CHAMPUS coverage; CHAMPUS forms are too difficult to complete without assistance; CHAMPUS coverage acceptable/unacceptable; reimbursement too slow.

24 OPE = out-of-pocket expenses

1 = negative comment; 2 = positive comment

Description: Out-of-pocket reimbursement adequate or inadequate; OPE allowance needs to be larger/smaller. OPE reimbursement too slow.

25 SDACOM = special duty assignment compensation

1 = negative comment; 2 = positive comment

Description: SDA compensation is adequate/inadequate; SDA should be increased/decreased depending on geographic area.

(6) QUALITY OF WORK LIFE (QWL)

26 QWLCOMM = global comments

1 = negative comment; 2 = positive comment

Description: Global comments pertaining to the quality of work life; whether it is existent/nonexistent, good or bad.

(7) FREEMAN PLAN

27 FREEMAN = global comments

1 = negative comment; 2 = positive comment

Description: Global comments pertaining to the overall, general Freeman Plan or aspects of the plan not mentioned in sub-categories.

- 28 TRACKING = tracking analysis system**
1 = negative comment; 2 = positive comment
 Description: Computerized tracking/point system that composes Freeman Plan; all comments pertaining to tabs; feeling toward Activity Analysis.
- 29 PAPRWRK = paperwork**
1 = negative comment; 2 = positive comment
 Description: Comments regarding the quantity of paperwork required; whether the amount is acceptable or excessive.
- 30 LOCATION = recruiter station locale**
1 = negative comment; 2 = positive comment
 Description: Metro vs. rural recruiting location as it pertains to earning Freeman points; "It's easier to recruit in metropolitan areas where there are more walk-ins."
- 31 EVALUATN = evaluation system**
1 = negative comment; 2 = positive comment
 Description: Freeman Plan is an adequate/inadequate or a fair/unfair means of evaluating recruiters; "hero to zero" from one month to the next. Freeman Plan doesn't take into account past performance.
- 32 REWARDS = reward system**
1 = negative comment; 2 = positive comment
 Description: Rewards (points, promotions, gold wreaths, ribbons, pins) are adequate/inadequate; compensation should be time-off or leave; the rewards are/aren't truly rewarding.
- 33 TRANSFER = Freeman transfer**
1 = negative comment; 2 = positive comment
 Description: Freeman transfer is truly a "no-fault" transfer; commander can override a Freeman "T"; Freeman "T" helps or hurts one's naval career.
- 34 ATTRITES = points for attrites**
1 = negative comment; 2 = positive comment
 Description: DEP and RCT attrites should/should not be the responsibility of recruiters; attrition policy in the Freeman Plan is fair/unfair.
- 35 EXTENSION = extensions of tour**
1 = negative comment; 2 = positive comment
 Description: Extensions are fair/unfair or voluntary/involuntary; the CO supervisor should/should not be able to have final say if there's an extension or not.

(8) SUPERVISION

36 SUPRCOMM = global comments about supervision

1 = negative comment; 2 = positive comment

Description: Global comments pertaining to supervision, management, supervisory practices; personal feelings about supervisor or the supervisory system. Comments pertaining to the issuing of commands/communication patterns; chain of command does/does not operate in the respondent's zone, district, or area; "What chain of command?"

37 SUPTRAIN = training of supervisors

1 = negative comment; 2 = positive comment

Description: Training of supervisors and recruiters is good/bad; there needs to be more/less training of supervisors.

38 HAMMER = presence of hammer management

1 = negative comment; 2 = positive comment

Description: Use of intimidation, threat, punishment in supervision of recruiters; making exceeding demands on recruiters; fear of supervisor(s); "TABS are used as hammers."

39 MARKET = familiarity with market and field

1 = negative comment; 2 = positive comment

Description: Comments regarding whether or not supervisors are in touch with today's market; recruiting isn't like it was in the past; off-production recruiters/supervisors don't understand how the field has changed.

40 RECOGNTN = worker recognition

1 = negative comment; 2 = positive comment

Description: Recruiters do/do not receive praise or respect that is entitled by rank or position; "I am treated like an enlistee or like a new sailor in boot camp." No recognition for a job well done.

(9) ADVERTISING

41 ADVERCOM = global comments

1 = negative comment; 2 = positive comment

Description: Comments regarding the quality of advertising and whether or not more/less advertising is required at the national/local level; Navy needs to attract youngsters with better advertising; more money needs to be devoted to advertising.

(10) EXPERIENCE

42 DUTY = challenge and experience of recruiting

1 = negative comment; 2 = positive comment

Description: Comments pertaining to the challenge of recruiting and the experience of being a Navy recruiter; enjoyment, fulfillment, disappointment; feeling good/bad about promoting the Navy and sending people to the fleet. Comments regarding whether or not the recruiter feels that he/she is lying and cheating to get people in the Navy; want out of recruiting.

- 43 SELFEVAL = self evaluation of performance**
1 = negative comment; 2 = positive comment

Description: Positive or negative comments pertaining to their performance as a Navy recruiter; whether or not the respondent feels he/she is a good recruiter.

- 44 ATTITUDE = attitude toward Navy**
1 = negative comment; 2 = positive comment

Description: Comments pertaining to how the respondent views the Navy as a whole organization; if the respondent "loves" the Navy as a whole (not recruiting); if the respondent, as a result of being a recruiter, will withdraw from the Navy and return to civilian life; like/dislike of the Navy organization.

- 45 CAREER = perceived career impact**
1 = negative comment; 2 = positive comment

Description: Comments pertaining to how the respondent thinks that the experience of recruiting has helped/hindered his/her career in the Navy in terms of evaluation rating, promotions, and pay scale and skill/managerial/sales development; would or would not be a Career Recruiter.

(11) INCENTIVES FOR RECRUITS

- 46 INCENTVS = global comments**
1 = negative comment; 2 = positive comment

Description: Comments pertaining to the ability of the Navy to attract enlistees; programs such as the Sea College Fund, Delayed Entry Program, and competition with other branches of the Armed Forces (i.e., Army College Fund) incentives as hindering recruiting.

(12) SURVEY ATTITUDE

- 47 SURVYCOM = global comments**
1 = negative comment; 2 = positive comment

Description: Comments regarding the respondents' attitude, feelings, about the recruiter survey itself; whether or not the respondent believes in the survey, and the concern of Admiral McKinney about recruiter quality of life; ability to respond freely, anonymously, to the survey without fear of retaliation.

(13) FACILITIES

- 48 EQUIP = global comments about facilities/equipment**
1 = negative comment; 2 = positive comment

Description: Global comments regarding recruiter station facilities in general; comments pertaining to the physical office environment, furniture, cleanliness, maintenance, repairs and appearance. Comments regarding the availability, quality and quantity of office equipment such as phones, photocopiers, fax machines, government vehicles, projectors, films, etc.; comments about the availability of RADS, enlisted transfer manual, RETOPS manual.

- 49 LOCALE = office location**
1 = negative comment; 2 = positive comment

Description: Comments pertaining to location of the recruiting station. Ability to attract walk-ins, high traffic area, high visibility, access to parking.

50 FUNDING = availability/ quality of funding for recruiters

1 = negative comments; 2 = positive comment

Description: Comments pertaining to the availability and amount of funding for recruiting and recruiters. Not wages or advertisement.

51 UNIFORMS = uniforms

1 = negative comment; 2 = positive comment

Description: Comments pertaining to the style of uniform. Effectiveness of the uniform to attract recruits. Uniform allowance adequate/inadequate.

52 SUPPORT = support personnel

1 = negative comment; 2 = positive comment

Description: Comments regarding the attitude, quality and cooperativeness of support personnel, such as MEPS (Military Entrance Processing Station); recruiters' responsibility to drive enlistee to MEPS, rather than use the bus or a plane; speed of processing at MEPS; quality of MEPS physicians and other support personnel.

(14) TOUR

53 TOURCOMM = global comments

1 = negative comment; 2 = positive

Description: Global and miscellaneous comments pertaining to the recruiting tour; "guaranteed choice of assignment after recruiting" as being true or not.

54 LENGTH = length

1 = negative comment; 2 = positive

Description: Comments pertaining to length of recruiting tour; tour is too long or too short; should be lengthened/shortened to number of years/months.

55 SHOREDTY = shore duty classification

1 = negative comment; 2 = positive comment

Description: Comments pertaining to the classification of recruiting as shore duty; "It should be counted as sea duty."

56 RECOMEND = recommendation to others

1 = negative comment; 2 = positive comment

Description: Comments pertaining to whether the respondent would/would not recommend the recruiting tour to a sailor in the fleet; whether or not tour was recommended to respondent by another sailor, recruiter, etc.

57 SEPARTON = separation from fleet and speciality

1 = negative comment; 2 = positive comment

Description: Comments regarding how the respondent views leaving the fleet and shipmates, as well as his/her occupational speciality; how the respondent feels about being separated from rest of Navy; isolation from occupational speciality and technical training.

58 PERSUP = personal support availability

1 = negative comment; 2 = positive comment

Description: Comments pertaining to personnel and family support, whether or not their spouse received an information packet, was good quality counselling available for the service members and their families.

(15) RECRUITER SELECTION

59 SELECT = global comments

1 = negative comment; 2 = positive comment.

Description: Comments about recruiter selection process in global terms; any other miscellaneous comments about selection process.

60 TRAIN = ENRO and recruiter training

1 = negative comment; 2 = positive comment

Description: Comments pertaining to the effectiveness of Enlisted Navy Recruiting Orientation (ENRO) school; if sailor should/shouldn't have passed ENRO; ENRO as a "party" school; comments pertaining to need for realistic job preview; if training adequately portrays and prepares recruiters for their job; realistic training films and "real world" recruiting techniques. Comments regarding recruiter training after ENRO.

61 SCREEN = screening

1 = negative comment; 2 = positive comment

Description: Comments about adequate/inadequate screening and selection of recruiters; comments include personality variables and appearance.

62 STATION = station assignment

1 = negative comment; 2 = positive comment

Description: Comments pertaining to the station the respondent was assigned to--whether it was desired/undesired, close to home, etc. (not whether metro or rural).

63 SOCMXRAT = sociological mix ratio

1 = negative comment; 2 = positive comment

Description: Comments pertaining to the ratio of the number of male recruiters to female recruiters; need for more female recruiters. Cultural match of recruiters to area and representation.

64 SELECTON = voluntary tour

1 = negative comment; 2 = positive comment

Description: Comments regarding the method by which the respondent became a recruiter voluntarily or involuntarily; if the respondent willing/unwillingly became a recruiter. Whether or not the tour should be voluntary/involuntary.

(16) ENLISTMENT REQUIREMENTS

65 ENLSTCOM = global comments

1 = negative comment; 2 = positive comment

Description: Comments pertaining to the absence of the draft as being positive or negative; whether the respondent wants/does not want the draft reactivated.

66

NODRAFT = absence of draft

1 = negative comment; 2 = positive comment

Description: Comments pertaining to the absence of the draft as being positive or negative; whether the respondent wants/does not want the draft reactivated.

APPENDIX C

GLOSSARY

GLOSSARY

Activity Analysis System. Recruiter tracking system that logs recruiter activity in terms of daily and weekly activity planner, applicant activity log, prospecting activity log, weekly/monthly activity report and projections, and individual feedback report.

ACDU. Active duty.

Boots. Informal name for recruits in basic training, derived from the leggings that they wear.

Categories I, II, IIIA, IIIB, and IV. Aptitude categories based on Armed Services Vocational Aptitude Battery (ASVAB) composite scores. Category I is the highest; category IV, the lowest.

DEP. Delayed Entry Program. Active duty is delayed until recruit graduates from high school or 1 to 12 months after recruit enlists (to even out monthly inputs to recruit training and "A" schools).

DIR. Direct (immediate entry to active duty after enlistment).

Freeman Plan. Informal name of the Recruiter Productivity and Personnel Management System (derived from the name of its author).

GED. General education development (test or certificate).

HARP. Fleet Hometown Area Recruiting Program.

MEPS. Military Entrance Processing Station. Functions to evaluate and classify military inductees.

No-fault. A manipulative transfer from recruiting duty given "without stigma or prejudice" to a recruiter who does not achieve assigned quotas.

NORU. Navy Recruiting Orientation Unit (the Recruiting School).

NRD. Navy Recruit District.

PRO-NAVY. Prospect Referral Operation-Navy. Names submitted by recruits of their friends who might be interested in being contacted about Navy opportunities.

RADS. Recruiting advertisements and brochures.

RETOPS. Enlisted Recruiting Training and Operating Procedures Standardization Manual (COMNAVCRUITCOMINST 11333C).

RINC. Recruiter-in-charge of a recruiting station.

RTC. Recruit Training Command.

SDA. Special duty assignment.

STEAM. Standardized Territory Evaluation and Analysis for Management. Identifies the accessible market of potential Navy recruits by area.

TAD. Temporary additional duty (travel orders).

TRANSMAN. *Enlisted Transfer Manual*, NAVPERS 15909C (Chapter 11, Recruiting Duty).

ZS. Zone supervisor of several recruiting stations.

11S. High school seniors who have enlisted but whose active duty is delayed until after graduation.

4.0. Highest possible evaluation.

APPENDIX D

**RANKING AND FREQUENCY OF
NEGATIVE AND POSITIVE RESPONSES**

Ranking of Negative and Positive Frequencies

Dissatisfier	Frequency	Dissatisfier	Frequency
1. HOURCOMM	463	* 37. BUSHOURS	49
2. QWLCOMM	454	TOURCOMM	49
3. GOALCOMM	387	38. MARKET	47
4. HOURCON	351	39. SUPTRAIN	44
5. HAMMER	344	40. NODRAFT	42
6. SUPRCOMM	329	* 41. RECOMEND	40
7. STRESCOM	316	SEPARATION	40
8. DUTY	251	42. OPE	39
9. MNTHGOAL	215	43. ATTRITES	38
10. TRAIN	183	44. LENGTH	37
11. RECOGNTN	166	45. EXAMPREP	34
12. CAREER	158	* 46. FUNDING	32
13. TRACKING	126	STATION	32
* 14. ATTITUDE	123	47. EXTENSON	28
CONFLICT	123	48. SELFVAL	27
15. TEAMWORK	121	49. UNIFORMS	22
16. SELECTON	120	50. SOCMXRAT	18
17. ADVERCOM	110	51. FITNESS	16
18. EQUIP	109	52. SUICIDE	10
19. SUPPORT	107	53. INVOLVE	7
20. SELECT	106	TOTAL	6,867
21. LEAVE	105		
22. ENLSTCOM	101	1. DUTY	170
23. FREEMAN	96	2. SELFVAL	143
* 24. EVALUATN	93	3. ATTITUDE	78
PERSUP	93	4. SURVYCOM	60
* 25. PAPRWRK	91	5. SELECTON	50
INCENTVS	91	6. QWLCOMM	27
26. REWARDS	84	7. CAREER	13
27. SHOREDTY	82	8. SUPRCOMM	12
28. SCREEN	71	9. STATION	6
29. HOLIDAY	70	* 10. TEAMWORK	5
30. SURVYCOM	67	RECOMEND	5
* 31. LOCATION	64	11. GOALCOMM	4
DRIVING	64	* 13. STRESCOM	3
* 32. FINANCES	63	FREEMAN	3
CHAMPUS	63	LOCATION	3
33. VHA	62	TOURCOMM	3
34. TRANSFER	58	TRAIN	3
35. SDACOM	51	* 14. HOURCON	2
36. PHYSIO	50	TRACKING	2
		EXTENSON	2

Satisfier	Frequency	Satisfier	Frequency
* 15. MNTHGOAL	1	EQUIP	1
SDACOM	1	SUPPORT	1
REWARDS	1	LENGTH	1
SUPTRAIN	1	PERSUP	1
ADVERCOM	1	SELECT	1
INCENTVS	1	TOTAL	605

*Denotes Ties

DISTRIBUTION LIST

Distribution:

Commander, Navy Recruiting Command (20)