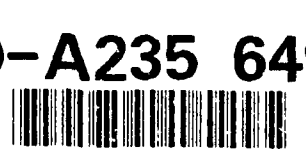

HumRRO

FINAL
REPORT
90-05

HumRRO
FR-PRD-90-05

February 1990

Analysis of 1989 DoD Recruiter Survey Respondent Comments

Carol J. Miner, Felicity A. Masson, and Linda A. Martin

Prepared for:

Defense Manpower Data Center
1600 Wilson Boulevard
Arlington, Virginia 22209-2593

Human Resources Research Organization
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Analysis of DoD Recruiter Survey Respondent Comments

Final Report[1]
February 20, 1990

Introduction

HumRRO agreed with a request by the Defense Manpower Data Center (DMDC) to conduct a content analysis of the open-ended written comments from respondents to the 1989 Department of Defense Recruiter Survey. In order to achieve the objectives of this study, three distinct tasks were identified. Task I involved the initial identification and definition of major common response categories through a random sample of approximately 200 individuals. Once these categories were reviewed and approved by DMDC, Task II was to screen the remaining comment sheets. The purpose of this screening process was to quantify the responses by issue category, to select insightful or representative comments, and to determine whether the issues mentioned were parallel to the survey instrument or whether new concerns were being introduced. As Task III, this Final Report summarizes the content of the respondent comments. Included in this Final Report are a) definitions of the major issue categories, b) the percentage of the total commenting population that voiced each concern, c) the percentage of respondents, by Service, that voiced each concern, d) extracted quotations from the responses that are the most representative and reflective of each issue, and e) identification of the chosen respondent quotations by branch of Service.

Task I: Initial Identification of the Common Response Categories

The first step was to select a sample of 200 comment sheets for an initial screening. This early screening was necessary to become familiar with the common topics found in the sample of responses. The population of comment sheets was first separated by branch of Service. In order to be representative of each branch, a simple random sample was taken using a table of random permutations of numbers. Fifty comment sheets were thereby selected from each of the four Service branch bundles. The procedure resulted in the initial screening sample, (n=200).

The initial sample of comment sheets was reviewed in order to identify a set of common topics and views likely to be found throughout the larger response population, across the four Services. A draft list of the major issues identified in this initial screening was generated and unique issue codes were assigned to each issue category. The list of issue categories and their corresponding codes is included in Table 1.

As anticipated, many of the defined issue categories were linked to questions included in the survey instrument. The correspondence between each issue category and related survey questions, if any, is illustrated in

[1]This work was completed under HumRRO Contract No. S89-15-15.

Table 1

List of Issue Categories and Codes

Issue Code	Major Issue Category
01	Like recruiting duty (general)
02	Dislike recruiting duty (general)
03	Excessive stress/pressure
04	Excessive work hours
05	Excessive cost of living
06	Inappropriate/unrealistic recruiting goals
07	Over-emphasis on production numbers; under-emphasis on recruiter welfare
08	Need to revise enlistment standards
09	"Make or break" effect of recruiting performance on military career
10	Excessive strain on family/personal life
+ 11	Lack of support resources
12	Need for standardized enlistment incentives/benefits
13	Need for improved screening procedures to select recruiters
14	Desire for shorter recruiting duty tour
+ 15	Need for more advertising/promotional materials
16	Advocacy of recruiting as voluntary duty
17	Desire for reinstitution of the draft
18	Poor leadership in recruiting commands
19	Poor promotional structure/opportunities
20	Excessive paperwork
21	Difficulty in getting/taking leave
22	Poor access to health care (recruiter and dependents)
23	Insufficient recruiter training
*24	Eliminate recruiter liability (for candidate withdrawl)
*25	Need for demographic/market considerations when assigning goals
*26	Unprofessional practices of other Services
+*27	Lack of recruiter incentives and/or rewards
*28	Excessive waiting time for candidates to begin active duty
*29	Existence of "good ol' boy" network
*30	Advocacy of centralized recruiting force (DoD or civilian-run for all branches)
*31	Dissatisfaction with geographic location
*32	Existence of recruiter impropriety within command
*33	Need for more teamwork
*34	Lack of educational/career development opportunities
*35	Lack of physical training opportunities
*36	Excessive micromanagement

+ = Issue categories that have been redefined as a result of work on Task II
* = Issue categories that have been added as a result of work on Task II

Appendix A. Each question number listed is directly related to, if not a repeat of, the comments found in that category. Question numbers in parentheses are corollary in nature to the listed issue category; i.e., the comments in the category may not be specifically addressed by these questions, but the general issue is addressed thereby suggesting a possible relationship. Four of the issue categories identified in Task I were found to be made up of original comments, comments not already covered by questions in the survey instrument.

The next step was to code the responses according to the assigned issue codes. In the next review of each comment sheet, the appropriate issue code was recorded next to the corresponding respondent comment. It should be noted that each comment sheet of this initial sample was reviewed and coded by two project researchers. The assignment of issue codes was identical in each case, establishing a high reproducibility, or high intercoder reliability.

Task II: Screening Comment Sheets

Upon the review and acceptance of the initially identified common issue categories by DMDC, work began on Task II. The screening methodology was consistent with that used in Task I. Each comment sheet was individually reviewed and coded according to the identified issue categories. The frequency of category-related comments was also recorded throughout the screening. Although one comment sheet may have had multiple comments related to the same category, the intent of the study was to measure the percentage of respondents who commented on each issue, therefore the frequency under that particular issue category for that comment sheet would be one.

As anticipated, several new issue categories were identified in the comprehensive screening. In addition, it became necessary to divide several of the existing categories into more specific and, therefore, more meaningful categories. Upon the addition or redefinition of a category, the comment sheets already coded were reviewed and recoded as necessary. The final, comprehensive list of issue categories and their assigned issue codes appears in Table 1.

The second purpose of Task II was to identify and select some of the most insightful or representative comments in order to define and support the resulting issue categories. The comments chosen not only capture the most widely read viewpoints, but also touch upon specific, yet quite common, examples for each category. The source of each of the selected comments is cited by his/her branch of Service. These category definitions, each followed by selected representative comments, appear in Appendix B.

A third purpose of Task II was to review the resulting categories in order to identify any issues related to those already addressed in the survey instrument. Eleven of the 36 final issue categories were found to address new, original concerns. A complete linkage of issue categories to related survey questions appears in Appendix A.

The final purpose of Task II was to quantify the responses by issue in order to determine the percentage of the total population that addressed each category. The population for this study is the 1506 respondents who submitted written comments. In order to highlight the issues most often addressed, Table 2 provides a rank-ordered list of the issue categories according to frequency and percentage of total population (N=1506) voicing each concern. This rank ordering is shown graphically in Figure 1.

In order to see how the Services differed in their issues of concern, the larger population was broken down into four source samples: Army (n=368), Navy (n=497), Air Force (n=279), and Marine Corps (n=351), eleven respondents did not indicate their Service. The "voicing" percentage of each issue category was calculated for the four Service branch samples. The resulting percentages are listed in Table 3 and are shown graphically in Figures 2, 3, 4, and 5. For comparison, the rank order of the issue categories in Table 3 and the four Figures remains consistent with Table 2 and Figure 1.

Results and Discussion

The timeliness of a study of the DoD Recruiting Forces is supported by the unusually high percentage of respondents to the 1989 DoD Recruiter Survey who elected to provide their input on the comment page of the survey. Of the 2531 respondents to the survey, 60 percent (1506) submitted their personal comments and suggestions in written form along with their completed survey instruments.

The issues most often addressed by the commenting population were primarily negative in nature, although the majority were also notably constructive in their criticisms of recruiter duty. The negative nature of the comments is to be somewhat expected, due to the fact that people tend tc be less likely to take the time to provide positive feedback than they are to provide negative feedback. The often constructive nature of the feedback is evidence of efforts to take the task at hand seriously in order to improve the effectiveness and quality of life of the recruiting forces.

Referring to Table 2, the excessive amount of job-related stress and/or pressure (Issue 03) was the most often identified issue by respondents across the Services, with nearly 18 percent voicing it as a concern. Over 17 percent considered the work hours required or expected in recruiting duty to be excessive (Issue 04), and over 13 percent found the cost of living while on recruiter duty to be inordinately high (Issue 05). Six percent attested to the difficulty with getting and/or taking earned leave while on recruiting duty (Issue 21) and over 4 percent charged that the health care provided to recruiters and their families while on recruiting duty is substandard to that provided while on regular duty. Given these concerns, it is not surprising that over 15 percent of the commenting population testified as to the great amount of strain put on a recruiter's family and/or personal life (Issue 10).

Table 2

Issue Category by Percentage and Frequency
(of Total Population)

Issue Category (code)	% of population* voicing concern	Frequency
Excessive stress/pressure (03)	17.9	270
Excessive work hours (04)	17.1	257
Excessive strain on family/personal life (10)	15.6	235
Over-emphasis on production numbers (07)	14.9	225
Poor leadership in recruiting commands (18)	13.7	207
Excessive cost of living (05)	13.6	205
Inappropriate recruiting goals (06)	13.5	203
"Make or break" effect of recruiting (09)	10.2	154
Need for improved recruiter screening (13)	8.4	127
Dislike recruiting duty (02)	7.9	119
Need for more advertising/promotion (15)	7.8	118
Need to revise enlistment standards (08)	7.8	118
Demographic/market considerations (25)	7.3	110
Insufficient recruiter training (23)	7.2	109
Lack of recruiter incentives and/or rewards (27)	7.1	107
Like recruiting duty (01)	7.0	105
Poor promotional structure/opportunities (19)	6.9	105
Desire for shorter recruiting duty tour (14)	6.4	96
Difficulty with getting/taking leave (21)	6.0	91
Advocacy of recruiting as voluntary duty (16)	6.0	91
Lack of support resources (11)	5.2	78
Poor access to health care (22)	4.4	67
Need for standardized enlistment incentives (12)	4.4	67
Excessive paperwork (20)	4.4	66
Excessive micromanagement (36)	3.9	58
Existence of recruiter impropriety (32)	3.8	57
Desire for reinstitution of the draft (17)	2.7	40
Dissatisfaction with geographic location (31)	2.5	38
Eliminate recruiter liability (24)	2.4	36
Unprofessional practices of other Services (26)	2.3	35
Lack of education/career development oppty's(34)	2.3	35
Need for more teamwork (33)	2.0	30
Excessive waiting time to begin active duty (28)	1.2	18
Existence of "good ol' boy" network (29)	1.0	15
Lack of physical training opportunities (35)	1.0	15
Advocacy of a centralized recruiting force (30)	0.9	13

*N = 1506.

Figure 1
Issues by Percentage (Total)

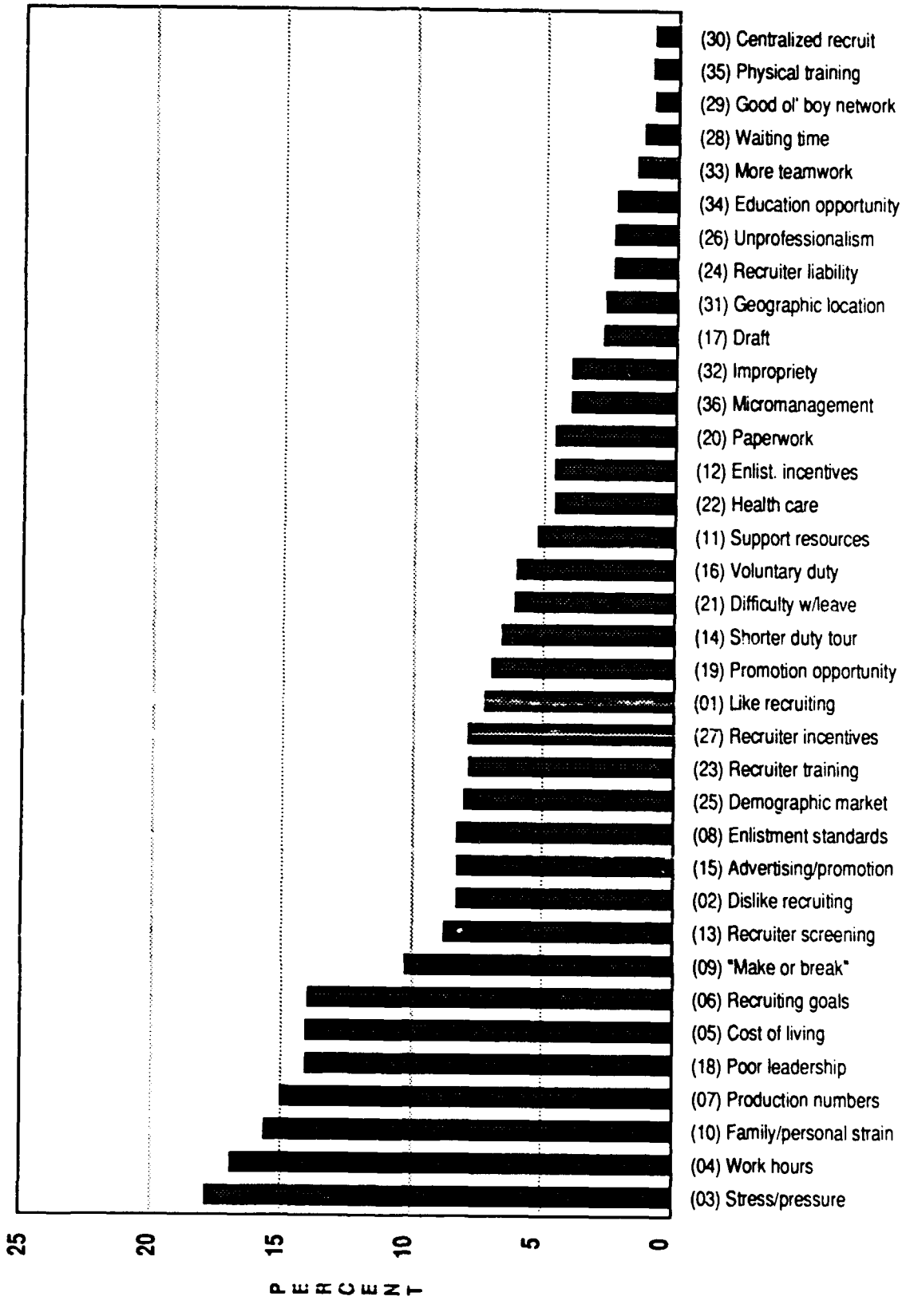


Table 3

Issue Category by Percentage and Frequency
(by Branch of Service)

Issue Category (code)	% of population voicing concern ARMY n=368	NAVY n=497	AIR FORCE n=279	MARINES n=351	TOTAL N=1506*
tress/pressure (03)	18.2	14.3	18.6	22.5	17.9
ork hours (04)	16.0	15.3	14.0	23.6	17.1
amily/personal strain (10)	17.7	12.7	10.0	22.5	15.6
roduction numbers (07)	19.6	14.9	11.1	13.3	14.9
oor leadership (18)	16.6	10.9	13.6	15.1	13.7
ost of living (05)	10.9	10.5	15.4	19.9	13.6
ecruiting goals (06)	10.9	11.7	16.1	17.1	13.5
Make or break" (09)	**13.0**	8.7	5.0	**14.0**	10.2
ecruiter selection (13)	5.4	**11.7**	4.7	**10.0**	8.4
islike recruiting (02)	8.7	7.6	4.7	**10.3**	7.9
dvertising/promotion (15)	4.3	**12.3**	5.8	7.1	7.8
nlistment standards (08)	5.4	8.0	8.6	9.7	7.8
emographic market (25)	8.7	6.6	8.6	6.0	7.3
ecruiter training (23)	7.9	8.2	5.7	6.3	7.2
ecruiter incentives (27)	4.9	7.8	**10.0**	6.3	7.1
ike recruiting (01)	4.3	6.8	6.8	**14.3**	7.0
romotion opportunity (19)	6.0	5.4	**12.5**	5.7	6.9
horter duty tour (14)	**13.9**	4.8	2.2	4.3	6.4
ifficulty w/leave (21)	9.0	4.2	4.3	7.1	6.0
oluntary duty (16)	7.1	8.7	1.4	5.1	6.0
upport resources (11)	1.4	7.1	5.7	6.0	5.2
ealth care (22)	2.2	4.4	9.3	2.8	4.4
nlistment incentives (12)	0.8	5.6	3.6	7.4	4.4
aperwork (20)	7.1	2.0	6.8	3.1	4.4
icromanagement (36)	7.6	0.6	6.1	2.8	3.9
mpropriety (32)	5.2	3.4	2.9	3.7	3.8
raft (17)	3.3	3.4	0.7	2.6	2.7
eographic location (31)	4.3	2.8	2.5	0.3	2.5
ecruiter liability (24)	3.0	2.0	0.7	3.7	2.4
nprofessional Services (26)	1.4	2.0	3.2	2.6	2.3
ducation opportunity (34)	5.2	2.6	0.3	0.6	2.3
ore teamwork (33)	3.5	2.6	0.7	0.6	2.0
aiting time (28)	0.0	1.2	4.3	0.0	1.2
Good ol' boy" network (29)	0.8	1.0	2.2	0.0	1.0
hysical training (35)	1.9	0.4	0.7	1.1	1.0
entralized recruiting (30)	1.4	1.0	1.1	0.0	0.9

*his TOTAL population (N = 1506) is equal to the sum of the comment sheets from the our branches plus 11 comment sheets on which the respondents did not indicate their ranch of Service.

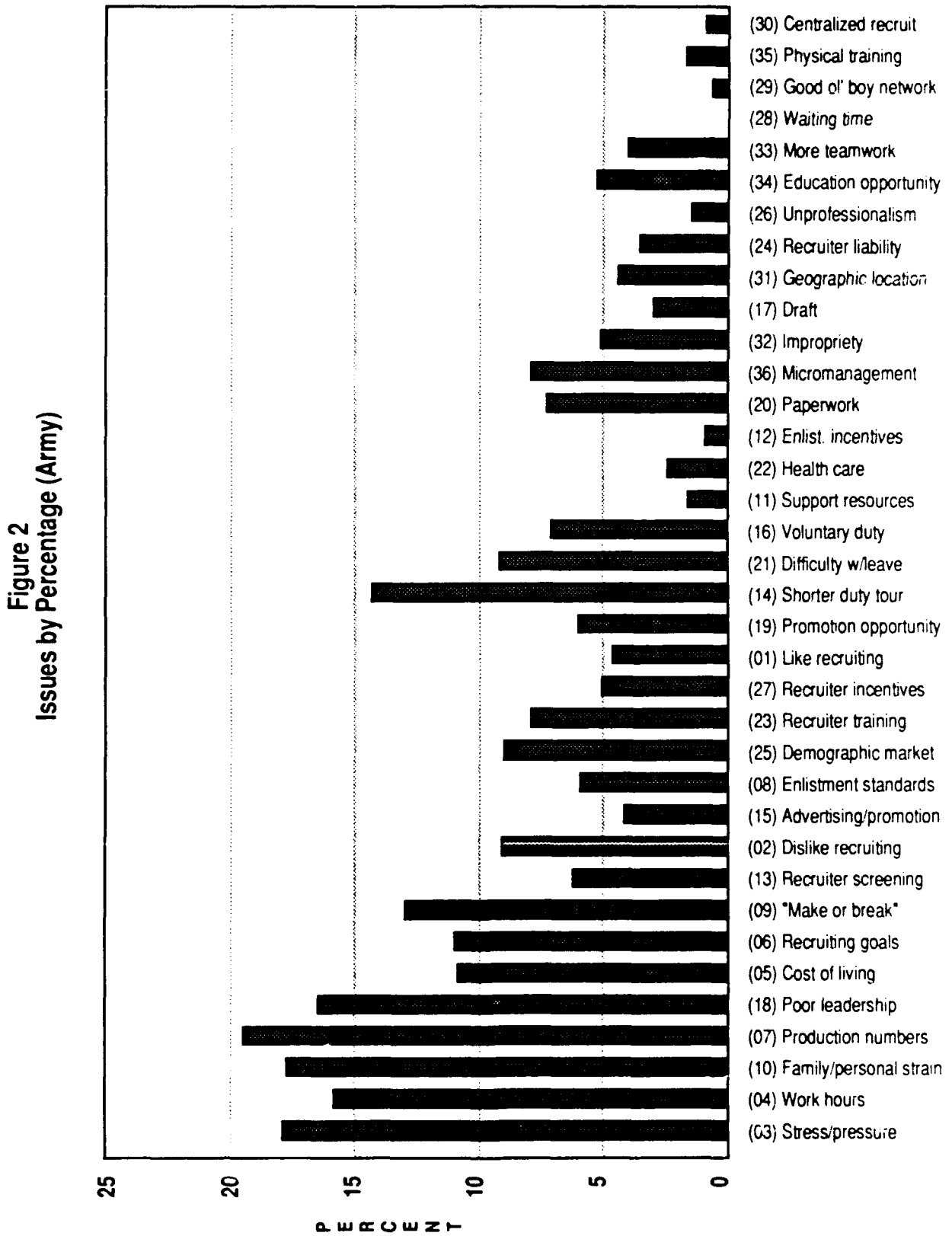


Figure 2
Issues by Percentage (Army)

Figure 3
Issues by Percentage (Navy)

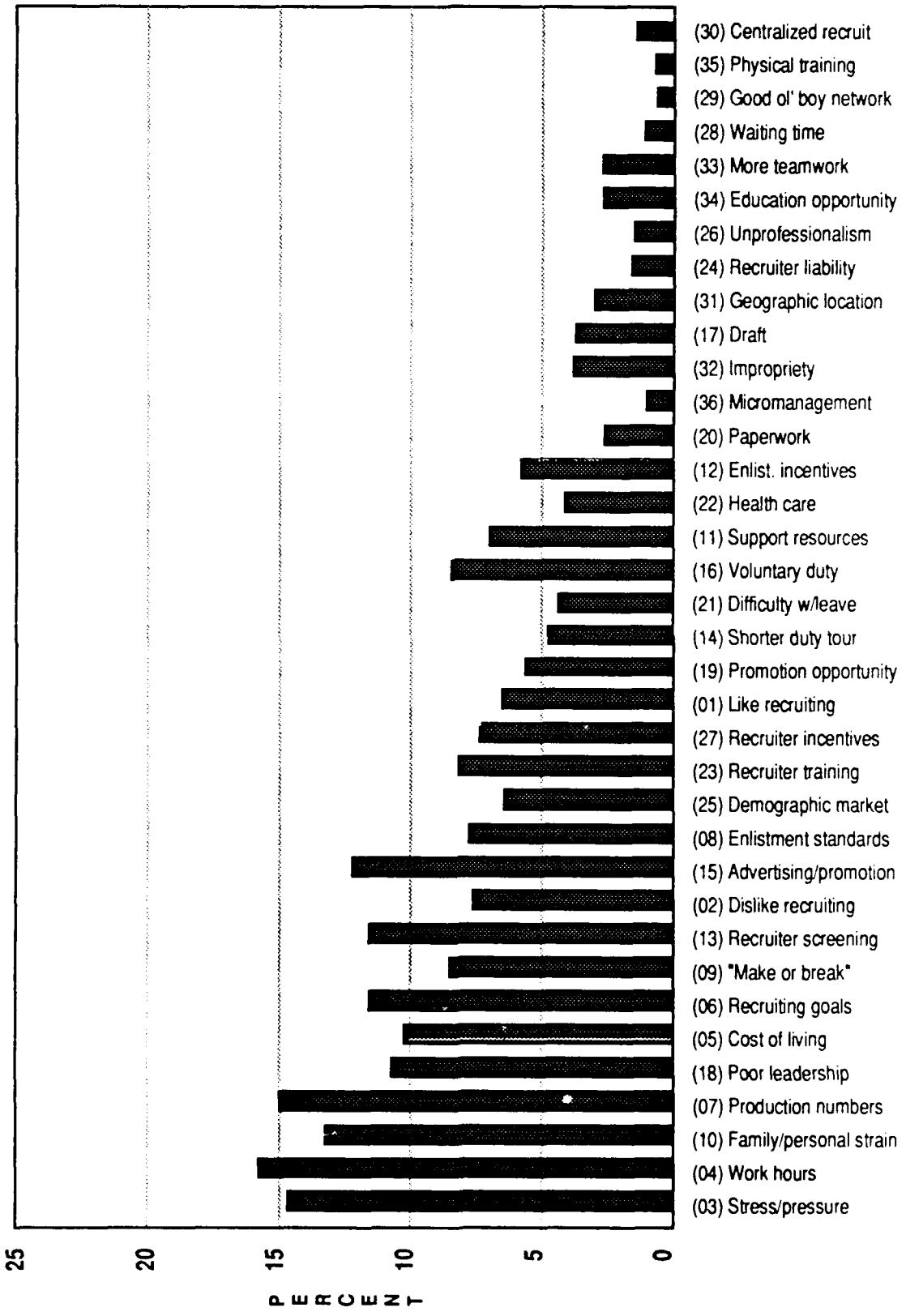


Figure 4
Issues by Percentage (Air Force)

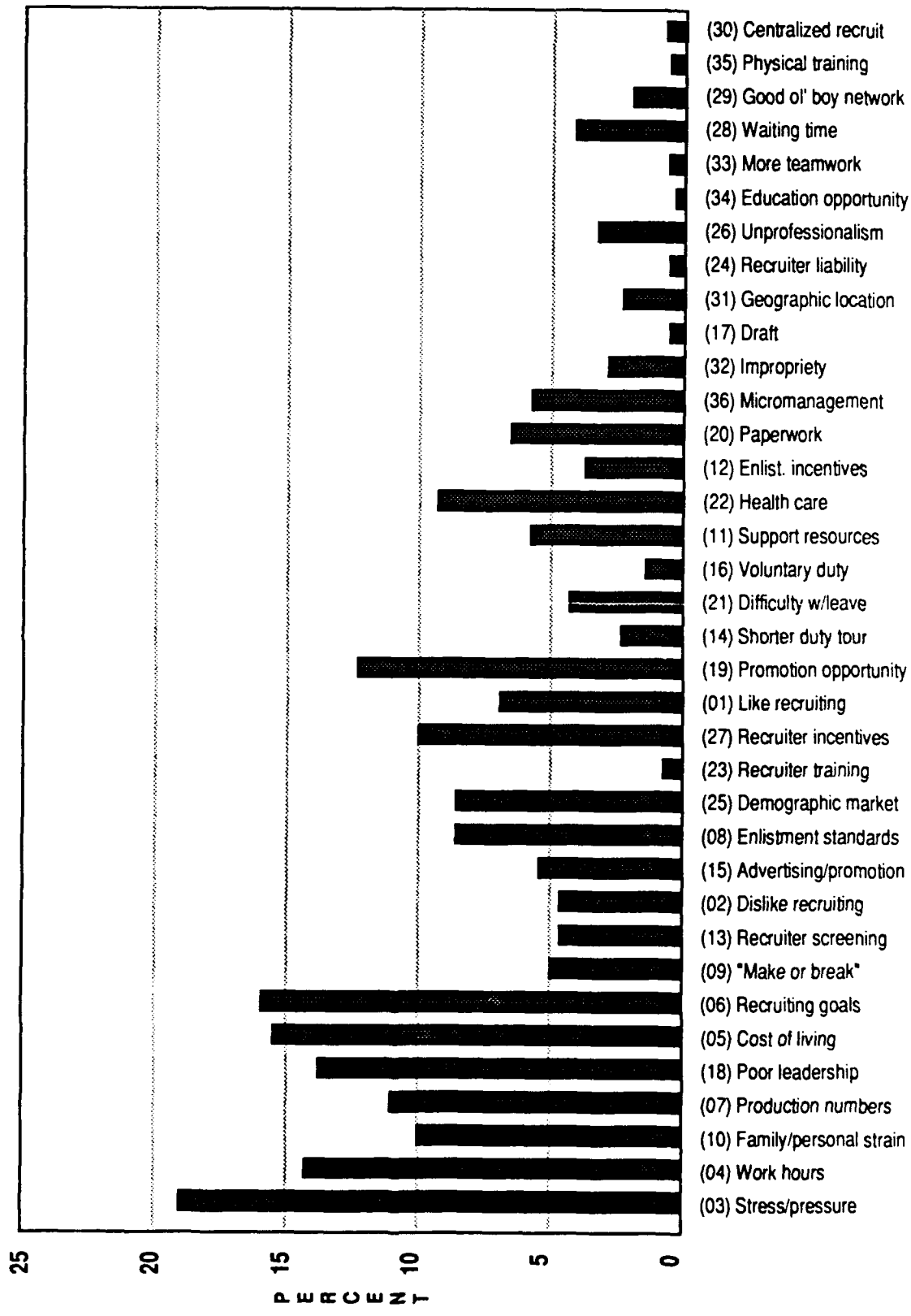
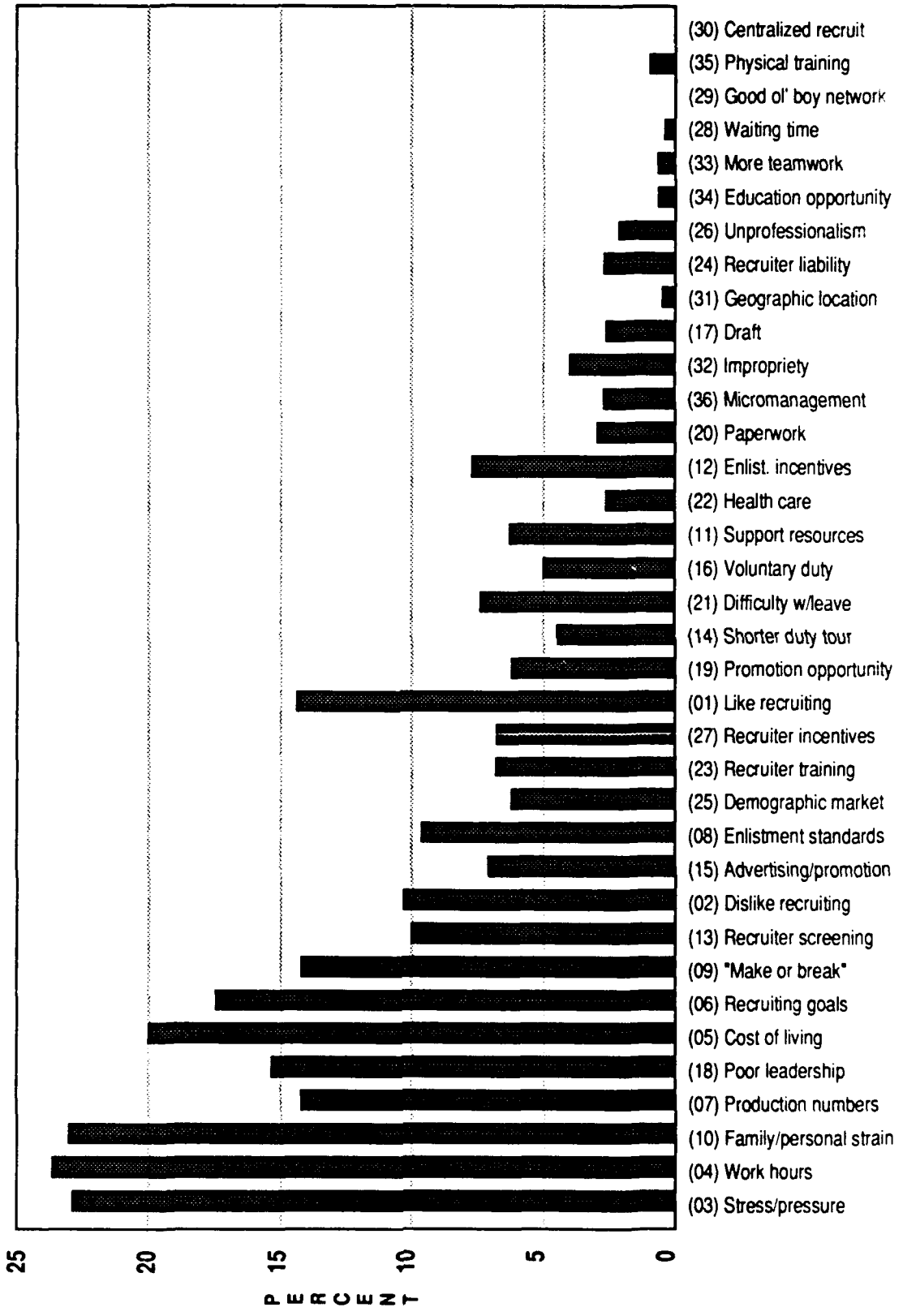


Figure 5
Issues by Percentage (Marines)



Much of the on-the-job pressure described by recruiters is attributed to the central purpose of their job: to meet their recruiting mission. This concern for reaching production goals was identified by nearly 15 percent as taking precedence over the welfare of the recruiters (Issue 07). The pressure to constantly make mission is described as mainly coming from command supervisors--supervisors who over 13 percent of the commenting population feels are of poor quality and/or poor attitude (Issue 18). The result of this paramount emphasis on production is the perceived definition of recruiter performance as solely the ability to make goal each month. Consequently, performance evaluations are described as being based primarily on numbers and not the corresponding effort. Over 10 percent of the respondents, therefore, feel this measure of performance has an unfair and unrealistic "make it or break it" effect on one's entire military career (Issue 09).

Given the importance of recruiting goals to a recruiter's success, it is not surprising that several of the issues address the nature of these goals. Over 13 percent or the respondents expressed dissatisfaction with the fact that the goals they were expected to meet were generally inappropriate or unreasonable in some way (Issue 06). The constructive comments provided ranged from suggesting alterations in the time period allotted to achieve goal, to the quantity of the goal itself. Demographic and market factors (Issue 25) were cited by over 7 percent of the commenting population as contributing to a recruiter's ability to make goal and therefore were suggested to be used as a consideration when setting goals.

Current enlistment standards were identified across the Services as factors related to the achievement of the recruiter mission. Nearly 8 percent of the respondents advocated a review of enlistment standards (Issue 08) in an effort to respond better to the goals and needs of the Services in the wake of a decreasing candidate market. The same percentage proposed an increase in advertising and promotional items as a way to aid in the accomplishment of the assigned mission (Issue 15).

Several issue categories focused on the nature of the duty itself and some possible ways to staff the recruiting commands more effectively. More than 8 percent of the respondents expressed the need for more extensive screening procedures for selecting recruiters (Issue 13), while over 7 percent recommended improved training for recruiters (Issue 23). Six percent advocated recruiting as all-volunteer duty (Issue 16), with many also supporting voluntary exit from recruiting duty. A shorter length for the recruiting tour (Issue 14) was proposed by more than 6 percent of the respondents. Over 5 percent commented on the need for better operational support in the recruiting commands (Issue 11).

Lack of incentives and/or rewards for favorable recruiter performance (Issue 27) was mentioned by over 7 percent of the respondents, while nearly 7 percent attested to the poor promotion opportunities available while in recruiting duty (Issue 19). Over 2 percent went on to identify the lack of educational opportunities while in recruiting duty as a factor adversely affecting their chances of promotion (Issue 34).

The amount of paperwork required by recruiting duty was noted as excessive and as a handicap to effective performance by over 4 percent of the respondents (Issue 20). Similarly, nearly 4 percent identified micromanagement as a hindrance to effective recruiting (Issue 36).

Unprofessional inter-Service competition (Issue 26) was observed and noted by over 2 percent of the respondents, with nearly 4 percent citing impropriety within their own command (Issue 32). Standardized enlistment incentives (Issue 12) were suggested by more than 4 percent of the respondents as a way of reducing such competition. Two percent advocated the need for greater teamwork within commands (Issue 33), while nearly 1 percent proposed the notion of a centralized recruiting force to recruit for all of the Services (Issue 30).

It is interesting to note that nearly 3 percent ultimately offered a reinstitution of the draft as a possible solution to the problems associated with recruiting duty as a whole (Issue 17).

In Table 3 the total respondent population is broken down into the four individual Services in order to identify which issues are major concerns across all Services as well as highlight any issues that tend to be Service-specific. It can be clearly seen that the seven issue categories that were most often addressed by the total population of commenting respondents remained to be major issues for each of the Services individually. There are some issue categories, however, that emerged as more significant in one particular branch of Service over and above the others. The primary example of this is that over 14 percent of Marine respondents expressed satisfaction in their recruiting duty (Issue 01), as compared to only 6.8 percent for both the Navy and the Air Force, and only 4.3 percent for the Army. It should also be noted, however, that a markedly higher percentage of Marine repondents (10.3%) also expressed dissatisfaction with recruiting duty (Issue 02), (Army: 8.7%; Navy: 7.6%; Air Force: 4.7%).

A conspicuously higher percentage of Air Force respondents voiced the lack of incentives/rewards (Issue 27: 10.0%), and poor promotion opportunities (Issue 19: 12.5%) as concerns (Issue 27: Army: 4.9%; Navy: 7.8%; Marine Corps: 6.3%)(Issue 19: Army: 6.0%; Navy: 5.4%; Marine Corps: 5.7%). The percentage of Army respondents advocating a shorter length of tour for recruiting duty (Issue 14) is nearly three-fold (13.9%) that of each of the other Services (Navy: 4.8%; Air Force: 2.2%; Marine Corps: 4.3%). A noticeably higher percentage of the Navy respondents (12.3%) voiced the need for more advertising and promotional materials (Issue 15) as compared to the other Services (Army: 4.3%; Air Force: 5.8%; Marine Corps: 7.1%). Improved recruiter selection (Issue 13) was of considerably greater concern to Navy (11.7%) and Marine Corps (10.0%) respondents than to the Army (5.4%) and Air Force (4.7%) respondents. The notion of performance while in recruiting duty as having a "make or break" effect on one's military career (Issue 09) was much more of a concern to Army (13.0%) and Marine Corps (14.0%) respondents than to Navy (8.7%) or to Air Force (5.0%) respondents.

The issue categories for which one Service holds an inordinately higher percentage over the other branches are not to be misread as merely specific to that Service. It is natural that some issues are of greater concern to one branch over another as their recruiting practices are independent. It does not suggest that the issue is not of concern to the other Services.

Appendix A
DoD Recruiter Survey Comments

Issue Code	Issue Category	Related Questions
01	Like recruiting duty (general)	31
02	Dislike recruiting duty (general)	31
03	Excessive stress/pressure	28c,28d
04	Excessive work hours	13,24g
05	Excessive cost of living	16,24f
06	Inappropriate/unrealistic recruiting goal	21a,(21b)*,(21c),(21g),22,28a
07	Overemphasis on production numbers; underemphasis on recruiter welfare	(21f),24b,28c
08	Need to revise enlistment standards	(28e)
09	"Make or break" effect of recruiting performance on military career	21d,(28f)
10	Excessive strain on family/personal life	19b,(20)
11	Lack of support resources	original comment
12	Need for standardized enlistment incentives/benefits	26

* = Questions numbers in parentheses are corollary in nature to the issue category.

Appendix A (cont.)
DoD Recruiter Survey Comments

Issue Code	Issue Category	Related Questions
13	Need for improved screening procedures to select recruiters	28i
14	Desire for shorter recruiting duty tour	original comment
15	Need for more advertising/promotional materials	26
16	Advocacy of recruiting as voluntary duty	original comment
17	Desire for reinstitution of the draft	original comment
18	Poor leadership in recruiting commands	21j,23c,23d,24a,28h
19	Poor promotional structure/opportunities	24h
20	Excessive paperwork	21i,28g
21	Difficulty in getting/taking leave	14,15
22	Poor access to health care	17
23	Insufficient recruiter training	(19a),19c,19d,(19e)
24	Eliminate recruiter liability	original comment
25	Need for demographic/market consideration when assigning goals	(9a),21b

Appendix A (cont.)
DoD Recruiter Survey Comments

Issue Code	Issue Category	Related Questions
26	Unprofessional practices of other Service	original comment
27	Lack of recruiter incentives/rewards	21h,24c
28	Excessive waiting time before active duty	original comment
29	Existence of "good ol' boy" network	original comment
30	Advocacy of centralized recruiting force	original comment
31	Dissatisfaction with geographic location	(9a),10
32	Existence of recruiter impropriety	27
33	Need for more teamwork	23d,28h
34	Lack of educational/career development opportunities	24g
35	Lack of physical training opportunities	original comment
36	Excessive micromanagement	original comment

Appendix B

Issue Category Definitions and Representative Comments

(01) **Like recruiting duty**: includes general comments expressing satisfaction with recruiting duty.

> "I am very satisfied with recruiting duty. It is the most satisfying job in the Navy." -- Navy
>
> "I found recruiting very enjoyable work. I am getting ready to volunteer to go back on recruiting duty." -- Army
>
> "Recruiting is a super job. I have been here 5 years and there is no better job in my eyes! I plan to make the final years of my career in AF Recruiting." -- Air Force
>
> "I enjoy recruiting duty. It is a challenge and I really enjoy working with the young people." -- Marine Corps

(02) **Dislike recruiting duty**: includes general comments expressing dissatisfaction with recruiting duty.

> "Military life has been very satisfying and rewarding, but recruiting for the military has been neither satisfying nor rewarding."
> -- Marine Corps
>
> "I would not recommend this type of duty to my worst enemy - I will not reenlist in the Navy and plan to leave the Service because of recruiting."
> -- Navy
>
> "I have been in the United States Army for 18 years. I have been in recruiting for 3 years and have never hated a job as much as I do recruiting...I totally dislike recruiting and its policies." -- Army
>
> "Recruiting in the US Air Force is a thankless job...It is not a very good place to work at all. If I could I would leave recruiting service tomorrow." -- Air Force

(03) **Excessive stress/pressure**: includes comments regarding the high level of job-related stress/pressure associated with reaching delineated goals and recruiting duty in general.

> "I feel there is too much pressure put on NCOICs. I feel with less pressure and a more professional attitude stressed they would be more productive supervisors." -- Marine Corps
>
> "The pressure is put on you to obtain your goal which is hard enough. Then if you make it early, and could have the time to spend with your wife and kids, you are told to overproduce, overproduce, overproduce. So where, when, and how does the quality of life ever reach the picture?" -- Navy

"Those that are unable to achieve the goal are pressured to the extent of requiring the services of various mental health agencies. In 18 months I personally know of 5 cases just from my command."
-- Marine Corps

"No matter how many folks we have to recruit, the intense pressure is always on. It makes it difficult to breath at times." -- Air Force

"Recruiting is a tough, demanding job with real stress and pressures daily. I don't believe that a lot of people at the top actually realize how great this pressure/stress can effect some recruiters."
-- Army

(04) **Excessive work hours**: includes comments as to the exceptionally long hours associated with and/or required by recruiting duty.

"I have not seen a recruiter work less than 60 hours a week and be considered successful. Why should someone stay in recruiting to work 60 hours a week when they can go back to their primary job and work 40-45?" -- Air Force

"It is hard to be motivated about a Service that works you 14 hours a day during the week and anywhere from 3-8 hours on Saturdays and Sundays." -- Marine Corps

"Recruiters should not be made to work past 9 hours everyday [nor] made to work on Saturdays and Sundays without compensation. The recruiting command should take a harder look at NRDs because these people still work recruiters past nine hours everyday and never compensate their people." -- Navy

"Mission or not, recruiters need firm, set work hours: 8am - 6pm. Mission made or not, we have to work late nights and every Saturday. Time off is a joke..." -- Army

(05) **Excessive cost of living**: includes comments indicating that the cost of living while on recruiting duty is inordinately high, and, as a result, is often not covered by the standard income adjustments.

"Cost of local economy, e.g., groceries, medical, and recreation cost much more than on a base. Special Duty Pay doesn't make up the difference. Especially for younger, lower rank recruiters this is a problem." -- Air Force

"There needs to be a review of the Variable Housing Allowance system as the amounts allowed in most areas do not provide for adequate housing due to high costs." -- Navy

"The biggest problem I have with recruiting is the financial disadvantage I have been forced [into], in comparison to my peers. We have a pro-pay and a VHA allowance but neither of those take into account what military support is available to that area, e.g., commissary, medical. VHA is a joke...took a $175 pay cut to become a station commander by losing VHA, but the cost of living...sure didn't go down." -- Army

"The cost of living is high out here, yet we get no VHA in this area. Something needs to be done to offset the extra expenses we have, i.e., medical expenses, no PX or commissary available." -- Marine Corps

(06) **Inappropriate/unrealistic recruiting goals**: includes comments asserting that the scheduled recruiting goals, or "missions," are inappropriate and thus need to be reviewed and/or revised.

"There needs to be more understanding and realistic thinking toward the monthly goals times twelve (i.e., June [is an] easy month [so is] tasked with 3; December [is a] hard month [with] holidays, etc. [but is also] tasked with 3.)" -- Marine Corps

"Emphasis should be placed and reinforced on recruiting quality and not quantity. Placing high goals on districts/zones/stations prevents time being spent on highly qualified applicants for fear of not making goal." -- Navy

"Army recruiters should be given a quarterly mission rather than monthly and evaluated for what they did during the quarter. This would greatly improve quality of life, cut back on recruiting improprieties, and put recruiters more in control of their own destinies." -- Army

"Goal on a quarterly vs. monthly basis...would help eliminate last minute exceptions to make monthly goals." -- Air Force

(07) **Over-emphasis on production numbers; under-emphasis on recruiter welfare**: includes comments maintaining an apparent tendency for supervisors to be more concerned with meeting their production goals without regard for, and perhaps at the expense of, their recruiters' welfare.

"Recruiting Service puts all of its emphasis on making goal and not on the welfare of their recruiters." -- Air Force

"Most upper level management is more concerned with the numbers game than the people involved with making goal. They talk a good game but when it comes right down to it they really don't give a darn about the people and their needs, just making goal." -- Navy

"You must take a look at what we are doing to ourselves. No one even cares about the troops, only the mission!" -- Marine Corps

"They have put such a great deal of importance on not only making mission, but also being number one not only in the BN but in all of USAREC. The command doesn't seem to care about the soldier, but [only] about the mission." -- Army

(08) **Need to review/revise enlistment standards**: includes comments advocating the review and/or revision of current enlistment standards in order to best accomplish the recruiting mission given the current competitive candidate market.

"Enlistment standards in terms of ASVAB scores and education levels should be lowered." -- Air Force

"Another thing that is frustrating is test mental groups. There are plenty of jobs in the military that don't require a 31 or even a 21. I have had countless young men and women who are of higher quality emotionally, physically and morally [that] I had to turn away because they couldn't pass the ASVAB. All they wanted was to be a Marine."
-- Marine Corps

"Too much emphasis is placed on the diploma. A CAT 3 Upper Nongrad seems a whole lot more desirable than a CAT 4 Grad and I feel it is senseless to disqualify an individual because of some minor crime or mistake committed prior to the age of 18." -- Navy

"We have unrealistic disqualifications on (minor) under-18 law violations. The Navy can put them in if [the violation] happened before 15." -- Army

"I would like to see a category of waiver [in which] a Zone Supervisor would have final determination on [violations], e.g., parking tickets, experimental use of [marijuana], DEP attrition from another branch, and minor misdemeanors." -- Navy

"I would like to see applicants with GEDs be counted [as graduates], not as non-grads!" -- Navy

"Review quality requirements, especially GEDs; a lot of GEDs that are good kids we can't put in." -- Marine Corps

"We have lost the 'whole man concept' because of the Alpha (50)/Bravo (31-49) mix. Because of the pressure to write 63% Alphas, we are running moral waivers on Alphas and enlisting people who are worthless to the military and society...The quality of a man cannot be based solely on one test score, we must look at the whole man...Many kids with scores below a 50 have the required E1 score (120) to be an officer, and many kids above a 50 couldn't operate a field radio. If the kid can read and add at an acceptable level and he has the line scores for jobs, hire him!" -- Marine Corps

(09) **"Make or break" effect of recruiting performance on military career**: includes comments expressing frustration with the fact that an inability to "make goal" each month of recruiting duty could result in performance appraisals that jeopardize an entire military career.

"The only thing that I can see clearly is that you will meet your goal or you will pay for it with your career." -- Air Force

"All too often, you have a good, squared away individual that has high, if not perfect ratings in his fitness reports do a complete turnaround out here and end up with unsatisfactory marks, disciplinary action, recommendations for administrative discharge and denied promotion. I believe this is totally unfair, especially since the Service member is work[ing] outside of his/her Military Occupational Specialty for an extended period of time. For the most part, recruiters...know how career damaging this duty can be...Many Marines come out here with excellent careers and service records. But many of them leave with ruined careers, broken marriages, dissatisfied attitudes, and a bad taste about the whole

program. An entire, successful career is often flushed down the toilet simply because the Marine had a tough time out here [recruiting]." -- Marine Corps

"My military career has been destroyed by recruiting and nobody here cares. I was once a very good, I think one of the best, infantry squad leaders in the Army. Now I'm nothing, [or] so say my CLT. I am trying as hard as I can out here and watching my career go down the drain." -- Army

"Recruiting duty is at the point that 'if you don't make assigned goals, [regardless of whether] you did no worse than previous people in the same position, you are given evaluations that greatly effect future advancements, job assignments, and careers." -- Navy

(10) **Excessive strain on family and/or personal life**: includes comments attesting to the adverse impact of the demands of recruiting duty on a recruiter's family and/or personal life.

"Families always seem to take a back seat to production." -- Air Force

"My only complaint about my tour on recruiting duty is the very serious lack of quality time we are afforded to have with our families." -- Army

"My family feels abandoned by me and betrayed by the Air Force. Something must be done to make families feel a part of this job before all married recruiters call it quits or lose their family." -- Air Force

"The members of my family were not prepared by my Service for this nightmare. In the six years I've been in the Service I have never seen family problems like on recruiter duty." -- Navy

"There is too much pressure put on recruiters to produce. I have seen too many good Marines lose [their] marriages due to the pressure of recruiting." -- Marine Corps

(11) **Lack of support resources**: includes comments expressing dissatisfaction with the operational support resources made available to recruiters.

"Mileage restrictions are a joke." -- Navy

"We have three vehicles for seven recruiters with 22 high schools." -- Navy

"DoD needs to become more involved in persuading high school officials to provide lists of students and access to campuses. Perhaps a monetary incentive through the Department of Education or something along those lines [could be implemented]." -- Army

"I think that more money is needed out here on recruiting for computers, beepers, car phones, miles on GOVs for driving home and back to work. If we cannot get anything listed above, we [at least] need computers!!" -- Marine Corps

"I would prefer to use my own vehicle and be paid mileage rather than using a GSA rented vehicle. Recruiters are pressured to take out rider insurance on the GOV as the government doesn't have insurance. Many recruiters pay $30-$200 per month in some areas to park their private vehicle at their office. Paid parking is only furnished for the GOV." -- Air Force

"Our equipment is usually outdated (telephones, typewriters, etc.) compared to the other Services. Our budget is too small for our needs...We don't even have access to a Dex machine to FAX documents to MEPS. Since many recruiting offices are centrally located, we could save money on gas and mileage by investing in joint FAX machines, rather than driving back and forth to MEPS." -- Marine Corps

(12) **Need for standardized enlistment incentives/benefits**: includes comments advocating the standardization of enlistment incentives offered to candidates across all branches of military service.

"If one branch of Service can offer cash bonuses and extra money for education, then they all should. Why penalize a person for choosing one branch over another?" -- Air Force

"We should all have the same type of educational benefits."
-- Marine Corps

"I feel that all of our forces should have the same college 'cash.' I lose people on that alone." -- Navy

"Lower requirements for special incentives." -- Army

(13) **Need for improved screening procedures to select recruiters**: includes comments recommending more extensive recruiter screening and selection procedures to better ensure that those selected for recruiting duty will successfully meet the demands of the job.

"We need a better screening program for selecting Air Force recruiters such as psychological and financial. We lose a lot of recruiters from the field for these reasons and I feel screening recruiters at the recruiting school could eliminate [many] of our field problems."
-- Air Force

"It should...be understood that not all people are meant to be salesmen or recruiters...You can be an excellent Marine without being a good recruiter. It is said that the top 10% of the Marine Corps are selected for recruiting. It's sad that after being in the top percent 6 or more years [that] they try to put you in the bottom 10% in under 3 years." -- Marine Corps

"Overall, the selection process for recruiting personnel is in need of review and consideration should be given to other things beside GT scores and efficiency reports. A man can be a super leader, smart, and a great field soldier and still not be able to recruit." -- Army

"I feel that there should be a better selection process for new recruiters...They should be screened by CRF personnel." -- Navy

(14) **Desire for shorter recruiter duty tour**: includes comments proposing a reduction of the current length of tour for recruiting duty.

"Recruiting duty should be shortened to two years and allow successful recruiters to extend their tours for two or more years. This will allow the unsuccessful recruiter to go back to the mainstream of the Army and re-establish themselves as an outstanding NCO/soldier without consequences to their promotion/assignment opportunities." -- Army

"It is my opinion that the tour of duty for an Air Force recruiter should be reduced from a 4 year tour to no more than a 3 year tour... At the 2 1/2 year point I began to burn out...as Air Force recruiters, we are responsible for covering such a large area that, [at] about the 3 year point, we are just plain tired." -- Air Force

"Recruiting duty should be a 2 year tour with the third year optional." -- Navy

"Recruiting duty assignments for most of us are too long. The burnout rate and failure rate should be evidence enough that something is askew. Assigning personnel to recruiting tours of one year would alleviate much of the pressures encountered. Extensions should be voluntary, as some people take a liking to this type of duty." -- Navy

"Recruiting duty should be shortened to 18-24 months; 3 years are too many. Stress and production pressure are just too great for the length of tour." -- Marine Corps

(15) **Need for more advertising and promotional materials**: includes comments suggesting that an increase in advertising and promotional material would be beneficial to recruiting efforts.

"More handout promotional items." -- Marine Corps

"We need more advertising...How am I to compete in a shrinking low quality market without proper exposure of my product?" -- Air Force

"Our advertisement dollars are not well spent. The messages conveyed do not appeal to the market we're after. A change in advertising and promotional items to boost the Army's image to a more positive point of view would definitely ease the stressful pressure." -- Army

"I feel as though if we had a few more promotional items to pass around, it would make school presentations easier." -- Navy

(16) **Advocacy of recruiting as voluntary duty**: includes comments advocating the entrance to and exit from recruiting duty as voluntary rather than mandatory once assigned.

"Recruiters should be [an] all volunteer force... It is very, very difficult to excel in a job that you hate doing." -- Navy

"If [an] individual cannot put people in then they should have the option of going back in their old MOS. Some people don't want to be here and don't care if they put anybody in. This hurts other recruiters." -- Army

"All recruiting service jobs should be volunteer and the current 'take this move or get out' trend is wrong." -- Air Force

"[Recruiting duty] could be better with an all-volunteer force...[we] need highly motivated people with a burning desire to recruit." -- Marine Corps

(17) **Desire for reinstitution of the draft**: includes comments proposing the reinstitution of the draft as a solution to the problems associated with recruiting.

"Bring back selective service!" -- Air Force

"Start the draft and make it mandatory (2) two years service for males and females. It would save billions in advertising, options, etc., i.e., Army College Fund, cash bonuses." -- Army

"Enlistment in the United States Armed Services should [be] by a mandatory two year obligation for all 18 to 24 year old males in an active reserve status, with no educational benefits." -- Navy

"If the United States had the draft again, it would save money and time for the government as well as heart aches for the many people involved in this. It should be two years mandatory service for every qualified male in the U.S.A. This would solve a lot of problems." -- Navy

"I believe the draft should become effective because these young people need what we have to offer: self-discipline and self-direction to name a few...not to mention a duty to their country, which is most important of all. Everybody should be required to serve at least 2 years and it would make my job a lot easier. Two years of their lives is not too much to pay for freedom !!" -- Marine Corps

"Establish compulsory two year conscription with a four year option. It is demeaning to me to bow down to a teenager just to 'sell him' on the military...Bring back the draft." -- Navy

(18) **Poor leadership in recruiting commands**: includes comments expressing dissatisfaction with the quality and attitude of supervisors in recruiting commands.

"The CRF community doesn't know how to make goal without terrorizing its recruiters. The whole key to recruiting is the CRF community. CNRC can make all the improvements it wants to, but if the mid-management people shift the game plan to try to 'get around' the improvements we end up with the classic situation of looking good on paper but looking bad in reality." -- Navy

"I truly feel that our superiors 'forget where they come from' when they progress to higher positions. They forget that most recruiters do fail occasionally and then treat them worse than privates...Instead of telling a recruiter how to be successful - show them!...Don't be so quick to point out deficiencies - Prove you know what you've been talking about - Show us!!!" -- Army

"Commanders should be trained in actual field recruiting. (I'm not referring to the token recruiting course they go through.) My commanders, I'm convinced, have/had no inkling of the immense effort it takes to get a person into the Air Force. Also, officers who are BMT commanders do not make suitable RS commanders. Their mind-set is inappropriate for dealing with motivated, self-starting individuals."
-- Air Force

"The greatest problem I have encountered in recruiting is management. Successful recruiters are selected as RINCS, Zone Supervisors, etc., but often these people have little or no management or supervisory skills...The commands assume incorrectly that the management part is unimportant or that it will take care of itself." -- Navy

"I feel that a major problem in my recruiting station is that whenever there is a change at HQ, the new regime re-invents the wheel. They change proven recruiting techniques to fit their idea of the way it should run. All this [does is] cause confusion and dissention in the field. [The] bottom line is [that] recruiting takes motivation, not confusion nor poor management from higher HQ." -- Marine Corps

"Impropriety can be directly related, in part, to superiors who lead by intimidation [instead of] solid leadership skills." -- Marine Corps

"Leadership here focused on the negative and used negative motivation...Recruiting command needs to look at the leadership teams and get rid of the negatives." -- Army

"Supervisors tend to criticize and berate recruiters rather than talk to or question to find out what is the cause of the problem...Supervisors are pressured to get the numbers from their recruiters, so supervisors pass the pressure on down the chain. The system has run on a carrot and stick method for a long time...The system needs to be supervised by professionals who care about their people not numbers." -- Army

"It is a shame that we have people in the upper level of recruiting that don't understand the recruiting systems, or that have never used the systems because of the time frame in which they recruited...How can they train anyone?...They can't...they only tell...they don't show!" -- Navy

(19) **Poor promotional structure/opportunities**: includes comments attesting to the lack of promotions given and/or promotional opportunities available to those fulfilling recruiter duty.

"Promotion chances are very slim compared to regular active duty."
-- Air Force

"Promotional opportunities are a big deterrent to remaining in recruiting." -- Air Force

"Promotion opportunities seem to only be for those in big areas with a large market to choose from. Those in smaller areas will never see a promotion, because only the top two out of fifty recruiters for the year are even recommended for promotion." -- Marine Corps

"Recruiting does not help for promotions. It actually hinders because you are out of your MOS for 4 years with no training or support from [your] old MOS." -- Army

"I am an E-5 and...I do not have time to study for the [promotion] exam. This duty is not career enhancing. If I were in my job in the fleet, I would have made E-6 at least last year, if not the year before. I am working in an unrelated area." -- Navy

(20) **Excessive paperwork**: includes comments regarding the excessive amount of paperwork associated with recruiting duty.

"There seems to be reports on reports. Over half of my time is spent with administration, not with my recruiters as it should be." -- Marine Corps

"The paperwork shuffle is more than needed...Each office should have a clerk to maintain records, files, and statistics. We could use the extra time to recruit more highly educated soldiers and possibly present a better appearance in our community." -- Army

"I would like to see some of the paperwork cut out of the job. I spend an awful amount of time on useless paperwork." -- Navy

"Time spent on paperwork, filling the squares, takes away from recruiting." -- Air Force

(21) **Difficulty in getting/taking leave**: includes comments attesting to the problems encountered when trying to take earned leave while on recruiting duty.

"Most recruiters or personnel in key positions are forced to bargain for their annual leave periods. I took 29 leave and worked every day of leave." -- Navy

"Taking leave in recruiting is a very dangerous situation. When taking leave, your chance of reaching goal is almost impossible. There is no good time in recruiting to take leave. Some of us have no desire to take leave but if we don't we lose a valuable benefit. There should be other ways to compensate leave loss." -- Army

"Sometimes, no matter how well you plan to take leave, things just don't turn out as anticipated, and, the next thing you know, the fiscal year is at an end and you find out that you are about to lose twenty plus days. During my tour on recruiting, I personally have lost over one hundred days. I am very much mission oriented, but I feel that recruiters should be at least able to receive some type of compensation." -- Marine Corps

"[I] took 30 days of leave and spent it in the office. No actual time off [was taken] to ensure production stayed up." -- Air Force

(22) **Poor access to health care**: includes comments expressing dissatisfaction with the health care services available to recruiters and their families while on recruiting duty.

"My family and myself are very dissatisfied with the 'Free Medical Service' we are entitled to. Nine times out of 10, when we try to get an appointment with the doctors on post, we only get a busy signal all day. If and when we get to talk with someone, all appointments are 'filled,' naturally." -- Army

"CHAMPUS support is extremely poor. Claims processing takes at least 3 months. While trying to reach the CHAMPUS Insurance Operations the line is constantly busy, so you need at least 3-4 hours of constantly dialing which must be done during duty hours as they are only open 9-5.
Most recruiters are losing a lot of money due to the CHAMPUS 'Allowable Charge.' These cost ceilings are unrealistic and are costing big bucks. If I were on the Air Force base, I could take my dependents to the hospital for care, free of charge. Out here, I pay an arm and a leg. How come? I still wear the blue uniform." -- Air Force

"Health care (CHAMPUS what a laugh) for dependents in an area not around a military installation is virtually non-existent. In my area finding a doctor who accepts CHAMPUS is like finding a needle in a haystack! -- Navy

"At times CHAMPUS has covered even less than the 80% they are responsible for. I think we in the military on Special Duties in restricted areas [away] from military bases should be better taken care of." -- Marine Corps

(23) **Insufficient recruiter training**: includes comments stating the need for more extensive training for new recruiters to better equip them for not only job-related tasks, but for job-related pressures as well.

"Recruiting school was too fast, too much in such a short time. Realistically, [to] become a good recruiter, since school doesn't go into depth, you [have to] learn to survive in the streets. School was too generic, nothing original. To become a good communicator and a good salesman takes practice and practice." -- Marine Corps

"Recruiting school does not adequately prepare an individual for the rejection that they will face on recruiting duty. USAREC claims to take the top ten percent of each MOS and drafts them for recruiting duty. What this does is take a soldier out of a highly successful career and places him face to face with rejection and impending failure." -- Army

"I believe recruiting training lacks sufficient quality lab time and when recruiters get into the field, they lack in actual hands-on training by experienced recruiters until they start failing in their job. At that time training begins, but so does the harassment, continuous charges of incompetence, lack of drive...I believe that with a required break-in/ training period prior to actual placement into the field would help greatly." -- Navy

"Before joining the recruiting team, I feel Air Force recruiters should have a more realistic "picture" of what goes on in the field, i.e., telephone prospecting, transporting applicants to the MEPS at 5:00 a.m., working till 8:00 and 9:00 p.m. and on weekends, etc." -- Air Force

(24) **Eliminate recruiter liability**: includes comments arguing that recruiters should not be held liable, i.e., their performance rating should not suffer because a candidate has the option to change his/her mind about entering the service.

"The applicant can simply refuse to enlist. Automatically it's [then] the recruiter's fault." -- Navy

"When an applicant enlists in the Delayed Enlistment Program and is given a written order to report for basic military training and decides that he/she does not want to go..a recruiter must make up this cancellation. In many cases, it's no fault of the recruiter...We should not be criticized and we should not be penalized for that person." -- Air Force

"Either they join or they do not, but it is always looked upon as THE RECRUITER'S fault." -- Army

"Production average should be done by how many are enlisted. No penalty should be given because one changed his or her mind to ship [out] for basic or quit basic training." -- Marine Corps

(25) **Need for demographic/market considerations when assigning goals**: includes comments advocating the use of market demographics when determining recruiting goals for individual geographic regions.

"More things than just assigned market need attention when assigning goals, such as unemployment within the specific area, income bracket of military available, colleges available in the area, and corporate competition from large industries. Location assignment plays a large part in your success or failure, i.e. rural versus metro." -- Navy

"[Recruiting] should be missioned by what the market is capable of producing instead of by the [number] of recruiters assigned. Some of the small stations can make mission very easily and some of the large stations struggle every month...It all depends on the market!" -- Army

"Recruiting in the Northeastern U.S. is more difficult than [recruiting for] the South and Southwest." -- Air Force

"Being a rural recruiter in an impoverished area and an area with low academic performance, I find it increasingly difficult to find the applicants with 50 AFQTs and higher. Recruiter missions should be based on the area, i.e., rural, metro, etc., and proven level of academic standards." -- Marine Corps

(26) **Unprofessional practices of other Services**: includes comments describing inappropriate recruiting practices of competing Services.

"I believe recruiting would be fine if members of all the Services would represent their branch and not try to talk bad about other branches. This job is a very cut throat activity [which] only turns prospects off the military by recruiters of other services cutting down one another." -- Marine Corps

"The other Services seem to make it a habit of flat out lying about options." -- Army

"The other services try too hard to make the A.F. look bad by lying to the applicants. We at the MEPS (USAF) talk to many people who tell us how the Army lied or misled them into almost enlisting. The DoD should crack down on this type of malpractice." -- Air Force

"Side walk recruiting -- this is where [other Services] talk to an individual and convince him that we were lying and the Army has it better." -- Navy

"Other Services talk down about Army programs and mislead applicants." -- Army

"One of the major problems that I've experienced while on recruiting duty is the misinformation about the Navy that is propagated by the other Services...The establishment of recruiting offices located in the same building [as the other] Services...increases the back stabbing by all." -- Navy

"DoD should develop an incentive program to improve interservice cooperation in high school recruiting. We end up stepping all over each other and it looks bad to the civilian community." -- Army

(27) **Lack of recruiter incentives and/or rewards**: includes comments expressing dissatisfaction with the current incentives and rewards provided for effective recruiter performance.

"I think they should offer some cash incentives." -- Marine Corps

"If recruiters were given more incentives for doing the sometimes seemingly impossible job...it would be worth doing even longer than current tours require. Some incentives I would like to see would be increased special duty pay, government leased housing for a recruiter who has proven himself/herself the first year, and a guarantee of promotion upon successful completion of a 4 year tour." -- Army

"To get better quality recruiters, there need to be more military rewards to counter the negativism that gets back into the Service community and deters energetic, conscientious, young Service members from volunteering for recruiting duty." -- Navy

"Needed: Better pay and bonuses for recruiters, better rewards for meeting goal." -- Air Force

(28) **Excessive time to process recruits**: includes comments contesting the length of time it takes to process recruits.

"It is very difficult to compete with other Services concerning applicants who are interested in, or need to leave in a short time period. Many Air Force applicants are turned off to the fact [that] they may have to wait up to one year to Enter Active Duty. Also, many airmen in the DEP become interested in other things with such a long wait." -- Air Force

"Too many applicants are lost waiting to enter the Air Force, waiting up to a year." -- Air Force

"People in the DEP have to wait 10-12 months to leave for basic training after graduation. The other Services do not 'ask' their recruiters to maintain motivation that long. If we do not need them until then, do not hire them until closer to their active duty date." -- Air Force

"One area that disturbs me is that we are not allowed to prospect females and then when we do have females that want to join, they have to wait an inordinate amount of time between DEP and active duty. I feel my station is probably losing 12-15 contracts per year because of this restriction." -- Navy

"I...feel that the processing side of recruiting is too time consuming. For all the time it takes to process an applicant we could be on the street prospecting for new applicants." -- Marine Corps

(29) **Existence of "good ol' boy" network**: includes comments suggesting the existence of political networks within recruiting forces that affect promotions, etc.

"I find some awards are given as a result of who knows who." -- Navy

"Management and supervision seems to be on the good old boy system... Giving preference for advancement." -- Air Force

"Lack of ethic is socialized into all new recruiters by the good ole boy system. Officers and NCOs think they are in a different Army and change all of the Army regulations to get mission." -- Army

(30) **Advocacy of centralized recruiting force for all branches**: includes comments advocating the creation of a centralized organization, run by DoD or civilians, to recruit for all of the Armed Forces.

"After over ten years in recruiting, I feel that the most beneficial action would be to form a Joint Service Recruiting Command. By consolidating the efforts and reducing the duplicity of efforts, the Armed Forces could project a more positive image and save large amounts of money...The quality of enlistments could be more evenly spread throughout the Services. The combined efforts of all the Services could be more effectively employed and the negative factors could be reduced greatly...The overall mission is the same. Why should our recruiting be different?" -- Army

"I...think recruiting should be a Joint Service DoD operation; possibly a non-partisan civilian operation. It's fantastic when various Services can work together at making goals." -- Navy

"I recommend that recruiting be done by civilian retired military personnel. I believe this person could recruit for all branches of the military. This would mean, for example, that in my area there would be one recruiter calling and contracting young people instead of 5 recruiters, which is how it is at this time. This would save the government money and military personnel would not lose contact with their MOS for 4 years." -- Army

"All recruiting should be done by one organization (civilian or military) with the applicant being processed and enlisted by counselors who balance occupational Service needs against the applicant's desired branch (i.e., if an applicant wants to be involved in law enforcement in the Air Force and that branch doesn't have it available, ask him/her to consider it with another branch)...Eliminating stupid interservice competition will reduce recruiting manpower, the associated waste [of money],...and will probably enhance the recruiting image." -- Army

"Recruiting should be accomplished by civilians in centralized locations. This would save millions of dollars every year." -- Air Force

(31) **Dissatisfaction with geographic location**: includes comments expressing the desire to be assigned to a region of choice.

"I think recruiters would be more productive if assigned in areas more suitable to their culture...I'm black and there's only one percent of the total population that's black. There's lots of racial tension which is detrimental to my job performance, social life, and family." -- Army

"In my opinion, a Navy recruiter would be of greater service if he or she were sent back to the place where he or she grew up and knew more people. Recruiters are sent to places where [they] have never been." -- Navy

"Recruiters that are productive should stay in the area in which they are if they so choose. The reason for this is because of the rapport that they have established with the community. People trust them which helps keep the Air Force building." -- Air Force

"Recruiters should be able to get more locations where they want to be stationed and not transferred across the states to a totally different environment...and are thrown into the streets to talk to potential prospects who have a totally different way of life." -- Marine Corps

(32) **Existence of recruiter impropriety within command**: includes comments attesting to the improprieties committed by fellow recruiters.

"I have...seen people commit malpractice due to pressures placed on them to make mission. The philosophy is my career is over if I don't put someone in the Army so I might as well cheat because I may not get caught. At least in cheating I may be able to save my career." -- Army

"Due to the pressures of recruiting, all recruiters I know will walk in the grey areas or fraud someone into the war to make goal. The most successful recruiters are the biggest crooks!" -- Navy

"Good guys rarely finish on top. They have to compete against others who are being fed by their NCOIC's or the one who will lie cheat, ring, and falsify documents for a contract/promotion." -- Marine Corps

"Pressure is turning good NCOs into bad NCOs; it is making them do anything to make mission." -- Army

"I think there will always be those among us who are dishonest regardless of other factors." -- Air Force

"Cheating is condoned when a body is needed, but if you get caught, the CLT will deny any knowledge of wrong-doing. It's great if it works, but get caught, and [you are on your own]." -- Army

(33) **Need for more teamwork**: includes comments recommending teamwork as a means to improve recruiting performance.

"It really takes a toll on your attitude and your overall work ethic thinking no one in the higher ranks wants to help you strive for excellence. [They] only take care of themselves. We are all important so let's take care of the entire team instead of just the few select." -- Army

"A way to improve morale is to get rid of the competition system of recruiting. In basic training we learn teamwork, in the regular service they stress teamwork, however, in [the] recruiting force, they stress single accomplishment over teamwork. Get rid of competition between recruiters and squadrons and rely on team efforts."
-- Air Force

"I feel that there is a little too much 'dog eat dog' attitude with all Navy recruiters. I'm not sure if it has to do with goals or competition, but in order to have the word teamwork in the phrase 'Teamwork, Training, & Tenacity,' something has to be changed for the better." -- Navy

"There is no team concept at all, just a dog eat dog atmosphere." -- Navy

"We need to take the priority of individual mission off and put a real priority on station mission. The move [of priorities]...would allow recruiters to work more as a team, and not be so worried about not making their own mission." -- Army

"Most individuals desire to be one of the few to attain promotions...they prove themselves unwilling to work together as a team from within an RS and when working with another RS." -- Marine Corps

(34) **Lack of educational or career development opportunities**: includes comments expressing dissatisfaction with the lack of opportunity to participate in educational courses necessary for professional development while in recruiting duty.

> "Recruiting makes it very difficult to study for rating exam." -- Navy
> "RS seems to discourage education for its members. I've been able to pursue mine, but it has been an uphill battle. If I was to leave recruiting, and it's likely that I will, this would be a major reason." -- Air Force
>
> "It is impossible to go to college and to be even halfway successful at my job at the same time." -- Army
>
> "Considering the fact that we are in search of quality -- recruiters should be afforded the opportunity to also go to college. What better way to prove the opportunities to applicants!" -- Marine Corps

(35) **Lack of physical training opportunities**: includes comments expressing dissatisfaction with the lack of opportunity to participate in physical training activities.

> "Need a health club facility for all hours of the day to meet the PT standards of the Army." -- Army
>
> "All recruiters have to maintain physical standards that each service [has] set, however there are no gyms provided for this. This [would be] another way to reduce the stress of recruiting duties." -- Air Force
>
> "Another hard thing for me to understand is physical readiness behind a desk dialing a phone. If you aren't making goal, you'd better not be doing anything but prospecting on the phone. If you take time out to exercise, you're on your supervisor's [hit] list, plus you're behind on goal." -- Navy
>
> "Even though I do have the opportunity to exercise, it is not as frequent as it was before recruiting." -- Marine Corps

(36) **Excessive micromanagement**: includes comments asserting that recruiters' activities are monitored and managed to an excessive degree, often, thereby, impeding effective recruitment.

> "[There is] too much micromanagement in today's recruiting environment. If higher management wants to keep tick marks and flow trends etc., fine, but get the monkey off the field recruiters' back and let them do their job." -- Air Force
>
> "The term micromanagement definitely applies out here. They tell us we have the flexibility to plan and recruit the way that fits the individual recruiter best, but [then] turn around and dish out a number of requirements and guidelines to follow...Instead of allowing us to perform in our best area and meeting 'bottom line' contracts, they put us on mandatory time for phone use." -- Army

"Micromanagement makes it hard for me to do my job...What works for one person may not work for another." -- Navy