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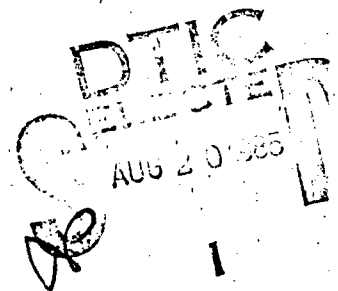
**ATTITUDES TOWARD
THE
HOMETOWN RECRUITER
ASSISTANCE PROGRAM
A DISCRIMINANT ANALYSIS**

BY

LINDA L. PETKO

August 1985

**Approved for Public Release;
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Research and Studies Division
Program Analysis and Evaluation Directorate

Fort Sheridan, Illinois 60037
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Author	Linda L. Fetko	
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DISCLAIMER

The views, opinions, and findings in this research memorandum are those of the author and should not be construed as an official Department of the Army position, policy, or decision, unless so designated by other authorized documents.

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ABSTRACT

Of the recruiters responding to the 1984 Recruiter Survey who had experience with the Hometown Recruiter Assistance Program (HRAP), a majority were positive in their support. This study uses discriminant analysis to distinguish those who responded that HRAP has an adverse impact on mission accomplishment from the majority. Findings show that respondents who find HRAP deleterious are more likely than their colleagues to respond negatively about other USAREC programs, policies, and practices.

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I. BACKGROUND

The Army, like the other branches of the Armed Services, must fulfill its manpower requirements by enlisting volunteers. To accomplish this task, the United States Army Recruiting Command (USAREC) assigns its recruiting mission through subordinate commands to individual Army recruiters. Enlistees who are high school degree graduates are more valuable than non-graduates, but also more difficult to recruit. Individual recruiters and USAREC must therefore concentrate their efforts on reaching high school graduates and seniors. To this end USAREC has developed a number of programs. One of these is the Hometown Recruiter Assistance Program.

Hometown Recruiter Assistance Program

USAREC Regulation 601-64 provides the following definition of the Program: "The Hometown Recruiter Assistance Program (HRAP) is designed to help meet the increasing high school diploma graduate/high school senior (HSDG/HSSR) requirement by returning enlisted HSDG soldiers to their hometowns as recruiter aides. The aides assist the local recruiter by developing (setting up appointments for recruiter interviews) leads for local recruiters which ultimately result in enlistments."

Aides are normally assigned for 45 days, although this time period may be extended or curtailed. Aides are expected to secure five appointments of HSDG/HSSR's for the recruiter each week; the objective is to obtain at least one enlistment contract in the 45 day period.

Aides are normally selected after completing AIT. They must meet the following criteria: be less than 26 years old, be a HSDG, reside in the assigned recruiting zone, possess outstanding appearance, have a record of good conduct, and demonstrate communication skills. Personnel within six months of ETS who do not intend to reenlist, cohort enlist, and Reservists are not eligible to become HRAP aides.

The cost of HRAP includes not only the actual budgeting expenses (in FY 85 this amounted to \$8.0 million for 6,563 aides; and in FY 86 \$7.7 million for 6,317 aides), but also the opportunity cost of releasing these personnel from their regular assignments. No attempt is made in this study to evaluate the cost-effectiveness of the program.

Recruiter Survey

The USAREC Recruiter Survey was designed to determine the perceptions of field recruiters of current USAREC policies. It was directed at the field recruiting force, including recruiters, station commanders, battalion level operations NCOs, and guidance counselors. The survey was conducted from June to August 1984 and was the first USAREC survey of the field recruiting force since 1982.

The USAREC Recruiter Survey was mailed directly to 7,848 personnel. Participation was voluntary and anonymous; respondents identified their primary duty position and their Brigade and/or Battalion. The number of useful responses received was 3,731.

Results of the USAREC Recruiter Survey have been found to be consistent with the results of other similar surveys, including a 1984 analysis, conducted by Sage Institute International, of the perceptions of USAREC personnel of obstacles, impediments, and detractors that inhibit or degrade performance.

II. METHODOLOGY

Overview of Discriminant Analysis

The purpose of discriminant analysis is to statistically distinguish between two or more groups, that is, to "discriminate" between the groups in the sense of being able to tell them apart. In more rigorous terms, the "objective of discriminant analysis is to weight and linearly combine the discriminating variables in some fashion so that the groups are forced to be as statistically distinct as possible" (Klecka, 1975). The distinctness of the groups can be measured by the distance between the centroids of each group.

Discriminant analysis distinguishes between groups by forming one or more linear combinations of the discriminating variables. As an example, a discriminant function could be written as:

$$Z = v_1x_1 + v_2x_2 + \dots + v_kx_k$$

where:

Z = Discriminant value

v = Weighting coefficient

x = Standardized values of the k discriminating variables

Discriminant analysis can be applied in two ways. Analysis allows the researcher to determine which of the possible discriminating variables are the most significant in distinguishing between the groups. Classification allows the researcher to predict the discriminant value if only the values of the discriminating variables are known.

Identification of Discriminant

This research memorandum focuses on recruiter attitudes toward HRAP. The object is to use data from the responses to the Recruiter Survey to distinguish those recruiters who responded that HRAP is a useful program from those recruiters who responded that HRAP was not helpful. The recruiter's attitude toward HRAP thus becomes the discriminant.

The Recruiter Survey poses the question:

"Number 78. How does the Hometown Recruiter Assistance Program (HRAP) affect your mission accomplishment?"

Possible answers are:

- A. Doesn't apply in my position.
- B. Greatly helps.
- C. Slightly helps.
- D. No effect.
- E. Slightly hurts.
- F. Greatly hurts.
- G. Never had an aide nor been affected by HRAP.

Those respondents answering either "B. Greatly helps" or "C. Slightly helps" are designated the positive group. Those respondents answering either "E. Slightly hurts" or "F. Greatly hurts" are designated the negative group. Other responses are not considered for the purposes of this analysis.

Discriminant analysis is then used to distinguish between the positive and negative groups. Because there are only two groups, only one discriminant function is developed. Responses to other questions in the Recruiter Survey will provide the discriminating variables.

Performing the Analysis

This discriminant analysis was performed by the Statistical Package for the Social Sciences (SPSS), version nine. Originally, all 371 variable responses from the Recruiter Survey were treated as possible discriminating variables. The method of discriminant analysis chosen was to minimize Wilk's Lambda.

$$\text{Wilk's Lambda} = \Lambda = \frac{[W]}{[T]}$$

where:

W = Pooled within group SSCP matrix
T = Total SSCP matrix

Wilk's Lambda will be minimized by the variable which maximizes the F ratio. The criterion used is the overall multivariate F ratio for the test of differences among the group centroids. This test takes into consideration the differences between all the centroids and the cohesion within the groups (Klecka, 1975).

Variable Selection Procedure

The SPSS discriminant analysis program will, in itself, remove some of the possible discriminating variables as insignificant based on a minimum F value. The program also produces a listing of standardized coefficients for each variable which exceeds the minimum F value. These coefficients, since they are standardized, show the relative importance of each variable in the discriminant function. To reduce the number of variables ultimately contained in the function, each variable with a coefficient which has an absolute value less than half that of the largest coefficient was removed from the equation. These variables contributed little discriminating value to the discriminant function (Halek, 1984).

III. RESULTS

Recruiters, on the whole, responded in a very positive manner toward HRAP. Although a large number of those who completed the survey reported that they had never had an aide nor been affected by HRAP, the majority of those who had experience with the program responded that HRAP helped them accomplish their missions. Results are shown in table 1.

Discriminating Variables.

The preliminary results of the SPSS discriminant analysis showed that 33 variables had a relatively significant impact on the discriminant function.

Five of these variables involved questions concerning the mention of Ranger training to a possible recruit. Due to the nature of these questions, they were removed from the analysis.

Table 1. How HRAP affects mission accomplishment

<u>Category Label</u>	<u>Absolute Frequency</u>	<u>Relative Frequency (PCT)</u>
No Response	20	.5
Doesn't Apply	781	20.9
Greatly Helps	399	10.7
Slightly Helps	489	13.1
No Effect	328	8.8
Slightly Hurts	21	.6
Greatly Hurts	11	.3
No HRAP Aide/Not Been Affected	<u>1,682</u>	<u>45.1</u>
Total	3,731	100.0

Of those who expressed an opinion (greatly helps through greatly hurts) 71 percent answered that HRAP had a positive (greatly or slightly helps) effect on mission accomplishment.

Of the original 371 variables in the Recruiter Survey, 15 ultimately were selected for the discriminant function. These variables and their effects on the HRAP responses are listed in table 2.

Table 2. Discriminator effects on HRAP

Those who say HRAP adversely affects mission accomplishment:

- (1) Are more likely to say that medical waivers are not usually approved.
- (2) Are less likely to say that they have had no post-high school education.
- (3) Are more likely to say that educator tours do not help them make mission box.
- (4) Are more likely to say that no action was taken after they reported an improper recruiting practice.
- (5) Are marginally more likely to have volunteered for recruiting service than to have been selected by the Department of the Army.
- (6) Are more likely to say that moral waivers are generally approved.
- (7) Are more likely to say "It makes no difference where I am assigned."
- (8) Are more likely to say that local ads and radio spots do not reach the market.
- (9) Are more likely to say "Too few of my applicants will pass the [VI MOS] security check to make it worth mentioning."
- (10) Are more likely to say that DEP is not easy to operate.
- (11) Are less likely to have received the gold badge with sapphires for recruiting.
- (12) Are marginally more likely to have received some award while with the US Army Recruiting Command.
- (13) Are more likely to agree that logistical support is inadequate.
- (14) Are less likely to have been awarded MOS 00R (recruiter).
- (15) Are more likely to respond that the approving level for moral waivers is not too high in the chain of command.

Numerical results of the bivariate comparisons in crosstabular form are found in Appendix A, and coefficients of the variables in Appendix C.

Classification

The results of discriminant analysis may be applied in a manner which allows the researcher to predict the discriminant value if only the discriminant function and the values of the discriminating variables are known. This method of application is known as classification. SPSS classification results are shown below:

Table 3. Classification results

<u>Actual Group</u>	<u>Number of Cases</u>	<u>Predicted Group Membership</u>	
		<u>"Positive"</u>	<u>"Negative"</u>
Group "Positive"	888	794 - 89.4%	94 - 10.6%
Group "Negative"	32	4 - 12.5%	28 - 87.5%

Percent of "grouped" cases correctly classified: 89.35%

As the results above show, the discriminant function developed by SPSS successfully classified the recruiter responses. Membership fell into two actual groups: those who responded positively toward HRAP and those who responded negatively toward HRAP. Using the significant discriminating variables and the discriminant function, SPSS was able to successfully predict that a recruiter would answer that HRAP was helpful for 89.4 percent of the cases. Similarly, the success rate for predicting membership in the negative group was 87.5 percent. Altogether, 89.35 percent of the cases were classified correctly.

Demographics

Demographic information proved to be relatively unimportant in the discriminant analysis, as shown by the removal of demographic variables by the SPSS program. The following variables, however, were hand-selected for additional analysis: age, ethnic group, high school education, college education, time with the US Army Recruiting Command, experience in present position, sex, primary duty label, pay grade, and recruiting brigade. The more interesting results of the bivariate comparisons are shown below:

- a. Black personnel are more likely to respond that HRAP adversely affects mission accomplishment than recruiters of other racial/ethnic groups.
- b. Personnel with between one and three years at the US Army Recruiting Command are more likely to say that HRAP has negative effects than either newer or more experienced personnel.
- c. Personnel assigned to the 2d Recruiting Brigade were more likely to respond positively to the HRAP question than their counterparts in other brigades. This finding may be the result of differences in the command atmosphere concerning HRAP between the recruiting brigades.

IV. FINDINGS

Of the recruiters responding to the 1984 Recruiter Survey who had experience with HRAP, a majority were positive in their support of HRAP. Due

to the categorical nature of Recruiter Survey questions, discriminant analysis was used to statistically distinguish those who responded that HRAP had a negative effect from the majority of respondents.

Analysis showed that 15 variables were significant in distinguishing between the two groups. The majority of these variables appear to be attitudinal in nature; that is, they measure respondents' attitudes toward other USAREC policies and practices. Those who responded negatively toward HRAP:

- a. Are more likely to respond that medical waivers are not usually approved.
- b. Are more likely to respond that educator tours do not help them make mission box.
- c. Are more likely to respond that no action was taken after they reported an improper recruiting practice.
- d. Are more likely to respond that local ads and radio spots do not reach the market.
- e. Are more likely to agree that "too few of my applicants will pass the [MI MOS] security check to make it worth mentioning."
- f. Are more likely to respond that DEP is not easy to operate.
- g. Are less likely to have received the gold badge with sapphires for recruiting.
- h. Are more likely to agree that logistical support is inadequate.

Those respondents who answered that HRAP adversely affected their missions are different from their colleagues in that they also had more negative feelings about other USAREC programs. Those respondents who had a positive feelings toward HRAP also had positive feelings toward other USAREC recruiting programs. Thus it would seem, based upon this initial study, that attitudes of acceptance of other recruiting programs is a good predictor of acceptance of HRAP.

V. RECOMMENDATIONS

Additional quantitative research is needed to evaluate HRAP. Specifically, studies are recommended to:

- a. Determine the actual productivity of HRAP.
- b. Determine the cost-effectiveness of HRAP.
- c. Examine the relationship between the success of individual recruiters and their attitudes toward HRAP.
- d. Include those respondents who reported that HRAP had no effect on mission accomplishment in the negative group and determine whether their responses reflect the same attitudes as the negative respondents.

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APPENDIX A

The purpose of this discriminant analysis is to provide a means of distinguishing between those respondents who believe that HRAP has a positive effect on mission accomplishment from those who feel that HRAP has a negative effect. This section presents crosstabulations of each variable in the discriminant function by the positive and negative HRAP groups. Figures shown are in percentages; numbers may not add to 100 due to other possible responses.

Moral waivers approving level
too high in the chain of command

	<u>Disagree</u>	<u>Agree</u>
HRAP Positive	75.0	24.7
HRAP Negative	87.5	9.4

Medical waivers usually approved

	<u>Disagree</u>	<u>Agree</u>
HRAP Positive	67.6	31.3
HRAP Negative	87.5	9.4

Post high school education = none

	<u>False</u>	<u>True</u>
HRAP Positive	75.5	24.2
HRAP Negative	93.8	6.3

Educator tours help make mission

	<u>Strongly Agree</u>	<u>Strongly Disagree</u>
HRAP Positive	6.6	7.3
HRAP Negative	0.0	25.0
	<u>Agree</u>	<u>Disagree</u>
HRAP Positive	27.7	30.6
HRAP Negative	9.4	40.6

APPENDIX A (CONTINUED)

If improper recruiting practice reported,
no action taken

	<u>False</u>	<u>True</u>
HRAP Positive	95.7	3.8
HRAP Negative	81.3	15.6

How assigned to USAREC

	<u>DA Selected</u>	<u>Volunteer</u>
HRAP Positive	54.3	43.5
HRAP Negative	43.8	50.0

Moral waivers generally approved

	<u>Disagree</u>	<u>Agree</u>
HRAP Positive	73.2	26.5
HRAP Negative	53.1	43.8

Job effectiveness versus location

	<u>Preference Stated</u>	<u>No Preference</u>
HRAP Positive	61.1	37.6
HRAP Negative	43.8	56.3

Local ads and radio spots reach market

	<u>Agree</u>	<u>Disagree</u>
HRAP Positive	49.8	35.5
HRAP Negative	18.8	46.9

APPENDIX A (CONTINUED)

Few pass MI MDS security check

	<u>Disagree</u>	<u>Agree</u>
HRAP Positive	92.9	5.1
HRAP Negative	21.3	18.8

DEP is easy to operate

	<u>Strongly Agree</u>	<u>Strongly Disagree</u>
HRAP Positive	17.8	2.7
HRAP Negative	6.3	9.4

	<u>Agree</u>	<u>Disagree</u>
HRAP Positive	50.8	7.9
HRAP Negative	21.9	37.5

Received gold badge with sapphires

	<u>False</u>	<u>True</u>
HRAP Positive	70.0	29.7
HRAP Negative	90.6	9.5

Received no awards since assigned to USAREC

	<u>False</u>	<u>True</u>
HRAP Positive	23.1	11.7
HRAP Negative	96.9	3.1

Logistical support is adequate

	<u>Agree</u>	<u>Disagree</u>
HRAP Positive	79.2	17.9
HRAP Negative	62.5	37.5

APPENDIX A (CONTINUED)

	Respondent's MOS	
	<u>OOD</u>	<u>Other</u>
HRAP Positive	35.7	53.2
HRAP Negative	15.6	71.9

APPENDIX B

The USAREC Recruiter Survey used in this analysis was conducted from June to August 1984. It was directed at the field recruiting force and was designed to determine recruiters' perceptions of USAREC programs. The survey was mailed to 7,848 personnel; participation was voluntary and anonymous. A demographic breakdown of the 3,731 useful responses follows:

Primary Duty Position

	<u>Absolute Frequency</u>	<u>Relative Frequency (PCT)</u>
No Response/Error	69	1.8
Recruiter (RA)	1,756	47.1
Civilian Recruiting Specialist	55	1.5
Recruiter (USAR)	461	12.4
Nurse Recruiter (RA)	37	1.0
Nurse Recruiter (USAR)	18	0.5
Station Commander - Limited Production	290	7.8
Station Commander - On Production	637	17.1
Guidance Counselor (RA)	103	2.8
Guidance Counselor (USAR)	29	0.8
Operations NCO/Assistant (RA)	71	1.9
Operations NCO/Assistant (USAR)	21	0.6
Other	184	4.9

APPENDIX B (CONTINUED)

Age in years

	<u>Absolute Frequency</u>	<u>Relative Frequency (PCT)</u>
21-25	145	3.9
26-30	1,285	34.4
31-35	1,292	34.6
36-40	541	14.5
Over 40	212	5.7
Other/No Response	256	6.9

Ethnic group

	<u>Absolute Frequency</u>	<u>Relative Frequency (PCT)</u>
No Response/Error	71	1.9
White	2,773	74.3
Black	571	15.3
Hispanic	171	4.6
Asian	28	0.8
Other	117	3.1

High school education

	<u>Absolute Frequency</u>	<u>Relative Frequency (PCT)</u>
No Response/Error	111	2.7
HSDG	3,312	88.8
GED	314	8.4
Neither	4	0.1

APPENDIX B (CONTINUED)

College education

	<u>Absolute Frequency</u>	<u>Relative Frequency (PCT)</u>
No Response/Error	151	4.0
None	561	15.0
1 Year or Less	1,442	38.6
2-3 Years	1,003	26.9
Associate Degree	300	8.0
BA or BS	238	6.4
MS, MA, or PhD	36	1.0

Time assigned to USAREC

	<u>Absolute Frequency</u>	<u>Relative Frequency (PCT)</u>
No Response/Error	24	0.6
Under 3 Months	128	3.4
3 to 9 Months	502	13.5
9 to 12 Months	326	8.7
1-2 Years	817	21.9
2-3 Years	676	18.1
3-4 Years	298	8.0
4-5 Years	307	8.2
5-10 Years	531	14.2
Over 10 Years	122	3.3

APPENDIX B (CONTINUED)

Experience in current position

	<u>Absolute Frequency</u>	<u>Relative Frequency (PCT)</u>
No Response/Error	43	1.2
Under 3 Months	296	7.9
3 to 9 Months	803	21.5
9 to 12 Months	437	11.7
1-2 Years	996	26.7
2-3 Years	575	15.4
3-4 Years	196	5.3
4-5 Years	137	3.7
5-10 Years	198	5.3
Over 10 Years	50	1.3

Sex

	<u>Absolute Frequency</u>	<u>Relative Frequency (PCT)</u>
No Response/Error	68	1.8
Male	3,465	92.9
Female	198	5.3

APPENDIX B (CONTINUED)

Pay grade	Absolute Frequency	Relative Frequency (PCT)
No Response/Error	115	3.1
E-5	268	7.2
E-6	1,946	52.2
E-7	1,302	34.9
E-8	98	2.6
E-9	2	0.1

Recruiting Brigade	Absolute Frequency	Relative Frequency (PCT)
Unknown	359	9.6
1st Recruiting Brigade (Northeast)	760	20.4
2d Recruiting Brigade (Southeast)	489	13.1
4th Recruiting Brigade (Midwest)	962	25.8
5th Recruiting Brigade (Southwest)	591	15.8
6th Recruiting Brigade (Western)	570	15.3

APPENDIX C

STANDARDIZED CANONICAL DISCRIMINANT FUNCTION COEFFICIENTS*

How Assigned to USAREC	.36285
Not MI MDS - Few Pass Security Check	.29600
Improper Recruiting Practice - No Action Taken	.28766
DEP Easy to Operate	.28415
Educator Tours Help Make Mission Box	.24438
Local Ads and Radio Spots Reach Market	.22879
Post High School Education - None	- .21986
Moral Waivers Generally Approved	.21341
Moral Waivers Approving Level Too High	- .21077
Medical Waivers Usually Approved	- .20346
Adjusted MDS of Respondent	.20027
Job Effectiveness Versus Location	.19815
Logistical Support is Adequate	.19586
Received Gold Badge with Sapphires	- .18963
Received No Awards	.18374

* All coefficients are statistically significant at .99 level.

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) Of the recruiters responding to the 1984 Recruiter Survey who had experience with the Hometown Recruiter Assistance Program (HRAP), a majority were positive in their support. This study uses discriminant analysis to distinguish those who responded that HRAP has an adverse impact on mission accomplishment from the majority. Findings show that respondents who find HRAP deleterious are more likely than their colleagues to respond negatively about other USAREC programs, policies, and practices.		

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