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NAVY RECRUITER SURVEY: Management Overview

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Navy Recruiter Survey: Management Overview

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Foreword

The Navy Recruiter Survey Project was initiated in response to a request from the Recruiting Long-range Study Group that was investigating several aspects of Navy recruiting. The research is funded through Program Element 0603720N (Education and Training: Quick Response).

The objectives of the Recruiter Survey Project were to identify both positive and negative aspects of the recruiting job and opportunities for improvement in recruiter effectiveness and quality of work life. This management report is the third in a series. The first is NPRDC TN 89-16, *Navy Recruiter Survey: Interview Phase*, which presents results of the 150 field interviews that were conducted to develop the survey questionnaire instrument. The second report is NPRDC TN 89-22, *Navy Recruiter Survey: Responses by Navy Recruiting Area*.

It is hoped that these reports will contribute to actions taken to improve the quality of life of the Navy recruiter.

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Executive Summary

This report presents an overview of results from a quality of work life survey administered to all production Navy recruiters. The survey was conducted in February 1989, at the direction of the Recruiting Long-range Plan Study Group. Of 3,498 production recruiters on board at the end of February, 3,315 (94.8%) responded to the survey. Sixty percent provided write-in comments that gave additional insight into the quality of life of recruiters. About 40 percent of the recruiters who responded were in their first year of recruiting duty.

The results are discussed under the following subjects: personal characteristics; family status; career plans; selection and training; station assignment and work environment; goaling; incentives and awards; career development; quality of life; the product and advertising; and support.

Important findings include:

Respondents thought that there were problems on how recruiters were selected for duty.

The training received by those who are selected for recruiting duty is considered insufficient for a variety of reasons: (1) it is too easy to get through recruiter school, (2) the school does not adequately prepare the new recruiter for the real world of recruiting, and (3) once the recruiter is in the field, there is inadequate refresher training and sponsorship.

There was strong opinion by respondents that "goaling" procedures should be changed to reduce stress. Some suggested that changes include such things as sharing goals and lengthening the goaling period.

A great majority felt that performance evaluations were based too much on recent failures, not taking into account a past success record. Recruiters felt that the Freeman Plan was not equitable. Over two-thirds felt that "no fault" transfers, in fact, will hurt a Navy career.

Recruiters indicate the "Product" (the Navy) has a favorable image, but knowledge of the product by prospective recruits is low.

Recruiters recommended a number of changes to improve the quality of work life including:

- Recruiters should receive extra credit for promotion.
- Recruiting duty should be voluntary.
- All of the time on recruiting should count toward sea duty.
- Recruiters should be able to leave recruiting without negative impact on their careers.
- Tour of duty should be 2 years.
- Recruiters should be given a realistic preview of recruiting duty.
- The Navy should have a more aggressive advertising campaign.
- Paperwork should be reduced.

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Introduction

Problem

Projections show a shrinking manpower pool from now through the first few years of the next decade.

The number of births shown in Figure 1 have serious implication for availability of the recruiting-age population through the year 2000. Large numbers of people who do not meet enlistment standards must be subtracted from this population. Clearly, Navy recruiting is faced with three equally unpalatable alternatives: (1) accept lower-quality applicants, (2) pay the additional costs of competing for the high-quality youth, or (3) fail in its mission to recruit the numbers and quality required.

In addition to the shrinking manpower pool, general unemployment remains low and civilian jobs are relatively plentiful in most areas of the nation. Clearly, competition for qualified people between the Navy, other military services, educational institutions, and private industry is increasing.

Unfortunately, military work in general--and Navy work in particular--is not viewed by sufficient numbers of educators and school counselors as a desirable career option. This results in fewer youths considering that route of entry-level employment.

Boom to bust to boomlet

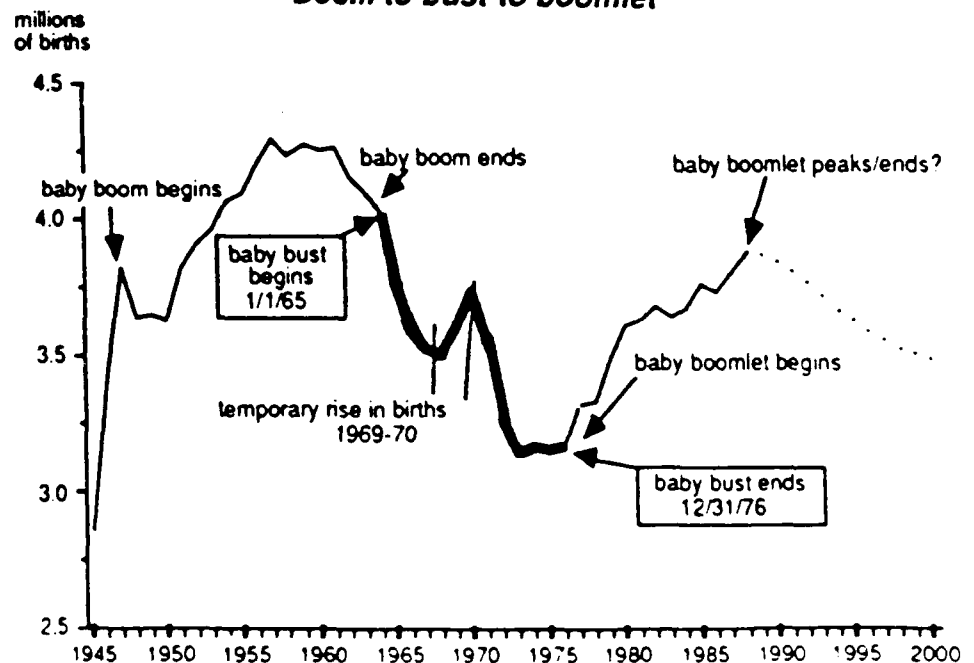


Figure 1. Available manpower.
(The Numbers News, 8(4), April 1988, p. 6)

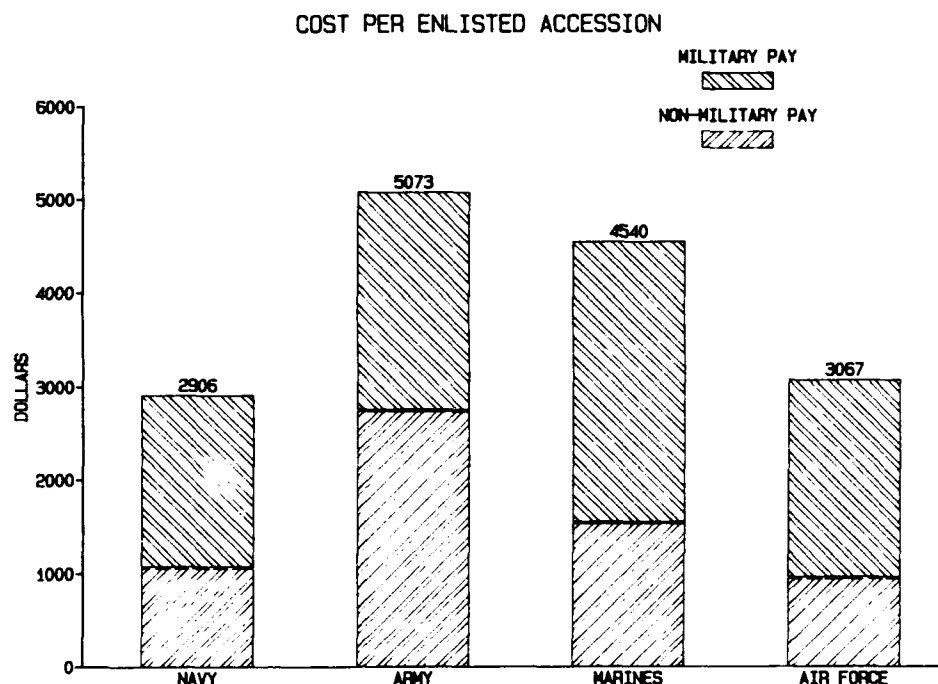


Figure 2. Comparison of interservice accession costs.
(Commander, Navy Recruiting Command, Code 20, internal discussion document)

Despite these obstacles, the Navy recruiting force has been able to achieve its goals relative to both the quantity and quality of accessions. A glance at Figure 2 reveals that the Navy, in fact, enjoys a lower per-accession cost than the other services.

Unfortunately the results have been attained at great cost to the recruiters personally and often professionally. Indications are that the quality of work life for recruiters has greatly suffered, as judged against several indicators.

These problems have not gone unrecognized by the Commander, Navy Recruiting Command (CNRC). In progress are several efforts focused on

short-term "quick fixes" as well as those that will require more substantive, long-term changes. For example, the Navy Personnel Research and Development Center (NAVPERSRANDCEN) has developed a comprehensive recruiting product line to support the Navy Recruiting Command (CRUITCOM) mission.

In addition, a Recruiting Long-range Plan Study Group convened by CNRC at the request of the Chief of Naval Personnel was tasked to map out recruiting strategies for the 1990s. The study group assigned NAVPERSRANDCEN to conduct a survey of production Navy recruiters. This report presents the major findings of the 1989 Navy Recruiter Survey.

Approach and Project Phases

The geographic boundaries of the six Navy Recruiting Areas (NRAs) are shown in Figure 3. In addition, special recruiting efforts take place in U.S. Trust Territories, the Philippines, etc.

Because of the importance of the effort, it was decided that all production recruiters would participate in the survey. However, for purposes of this project, only recruiters in the United States were included.

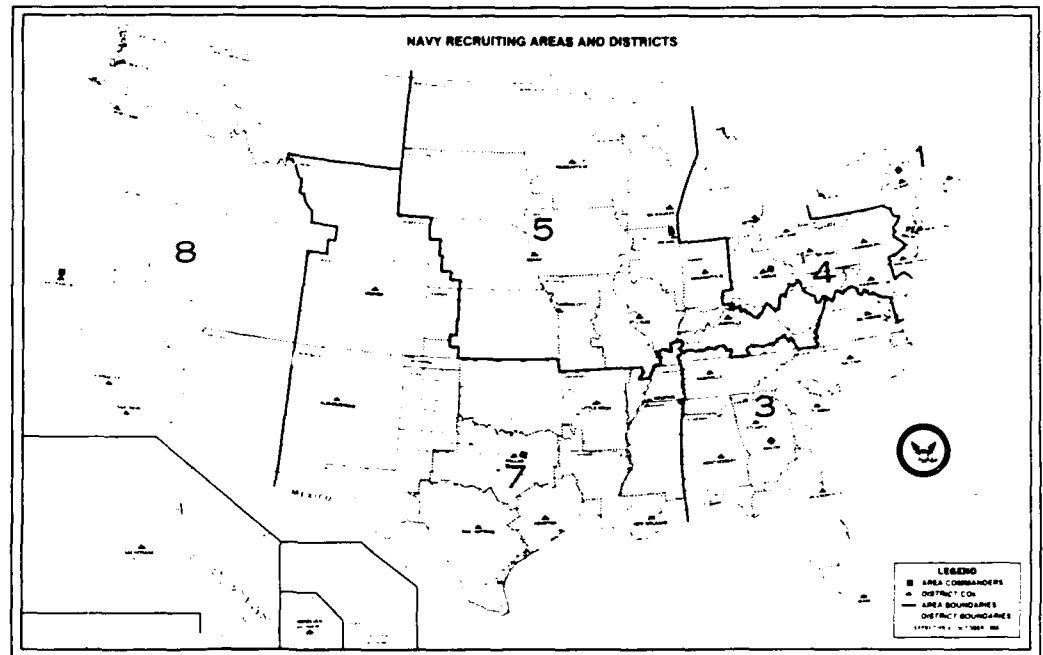


Figure 3. Navy recruiting areas and districts.
(CNRC, Code 20)

Field Interviews and Questionnaire Development

NAVPERSRANDCEN researchers traveled to 29 recruiting stations and 11 Navy Recruiting District (NRD) Headquarters. In order to obtain information with which to develop a survey instrument, the researchers interviewed 150 recruiters, as well as Zone Supervisors in the field, and Commanding Officers, Executive Officers, Enlisted Programs Officers, and

Chief Recruiters at the headquarters.

UUsing a nominal group technique, the researchers compiled interview data and used the results to create a draft questionnaire. After initial pretesting, cognizant recruiting managers and other interested parties made recommendations. Based on the input received, it was revised and pretested again. After final revisions, CNRC reviewed and approved the final instrument. A copy of the questionnaire is contained in the Appendix.

Questionnaire Description

The survey was divided into three sections, *Recruiting, Life, Suggested Changes, and Job and Personal Information*. The first two sections contained primarily 7-point Likert-type scale items. In order to identify the potential changes that were most salient to recruiters, Section II also contained a section asking them to rank-order their top 10 choices for change. Section III contained demographic questions with response categories/options provided. A few items in Section III were open-ended questions. There was also a page at the end of

the questionnaire for written comments.

Survey Distribution

Distribution of the surveys was accomplished by overnight mail to each of the 41 NRDs. The districts were instructed to distribute the questionnaires to all production recruiters by normal means. The surveys were collected at the district and returned to NAVPERSRANDCEN via overnight mail. If the respondent preferred, the response could be mailed directly to NAVPERSRANDCEN.

Survey Response

Few surveys have enjoyed the overwhelming and overall enthusiastic response of their target audience as has this effort (Figure 4). Of 3,498 production recruiters on board at the end of February 1989, 3,315 (94.8%) responded. What is equally significant is the fact that

60.2 percent of the respondents availed themselves of the opportunity to provide written responses. Although the questionnaire was designed to protect anonymity, many recruiters provided their names, phone numbers, even their business cards. Nevertheless, procedures were taken to protect anonymity.

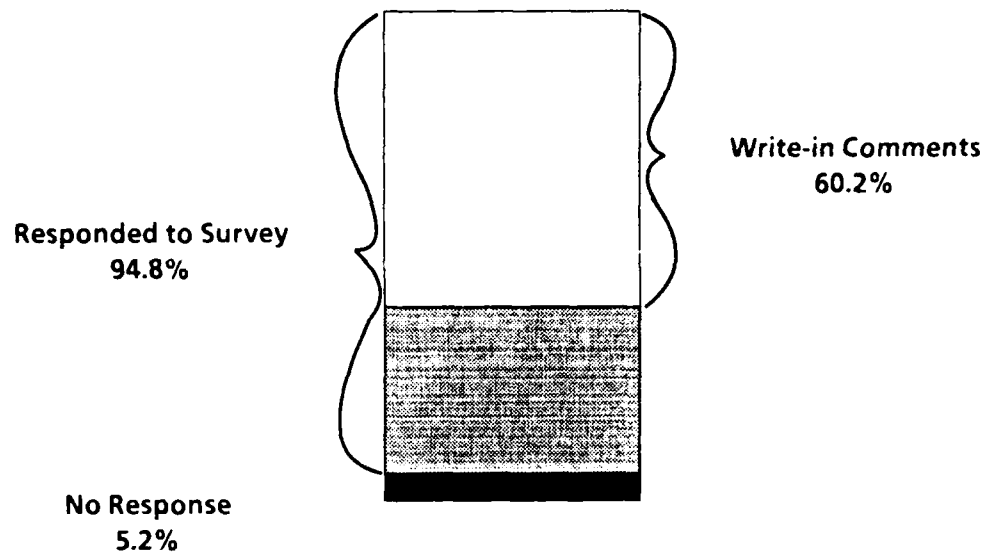


Figure 4. Response rate.

Results

Personal Characteristics

The overwhelming majority of Navy recruiters are male, nearly 97 percent.

Although there are a few personnel at the initial petty officer level (pay grade E-4), and some at the top of the enlisted grade structure (E-8 and E-9), they comprise less than 4 percent of the force. Mid-career petty officers (pay grades E-5 through E-7) are by far the most highly represented in the recruiting force (Figure 5). Service tenure mirrors those facts: Almost no recruiters had less than 4 years in the Navy, and less than 20 percent had been in over 16 years; over a quarter of the respondents fall into the tenure categories

of 4-8, 8-12, and 12-16 years (Figure 6).

Forty percent of the respondents were in their first year on the job, 14 percent were in their second year, and 29 percent were in their third. Time at the particular recruiting station was similarly distributed: About 57 percent had been at the station 1 year or less, with 17 percent having between 1 and 2 years, and 26 percent having at least 2 years on station.

Each Navy enlisted community structure is well represented in the sample and in reasonable proportions (Figure 7). Surface provides most recruiters, followed by air, then submarine.

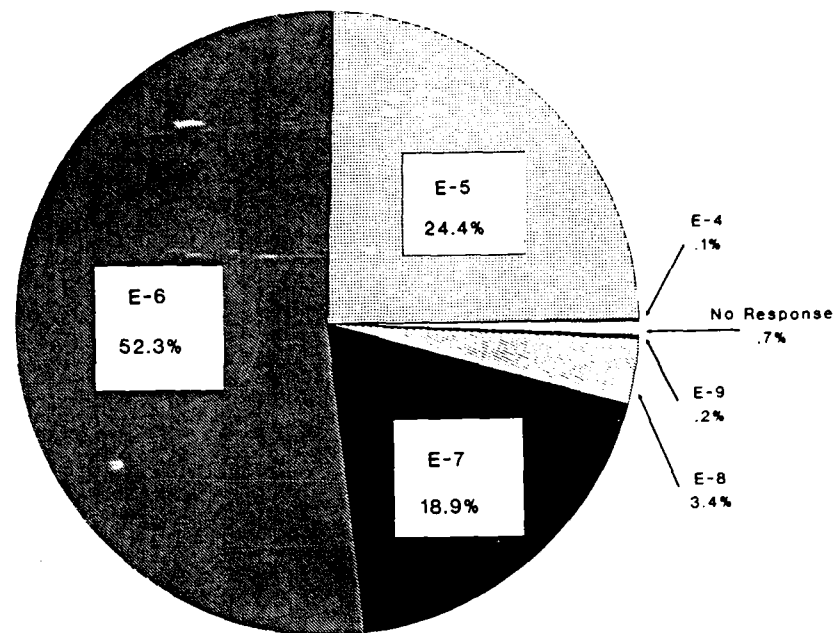


Figure 5. Pay grade.

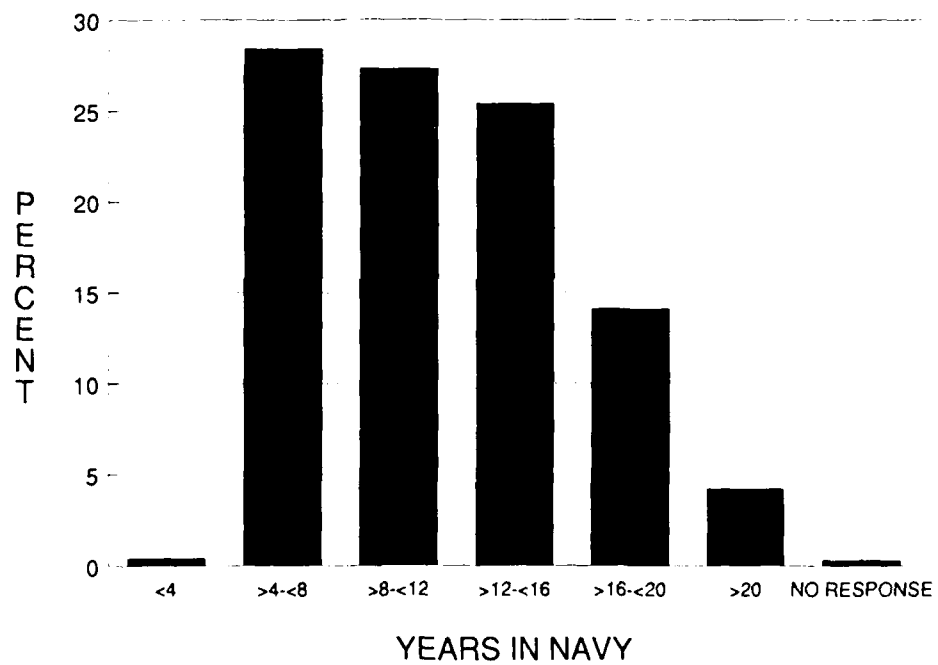


Figure 6. Time in Navy.

In which community are you normally assigned?

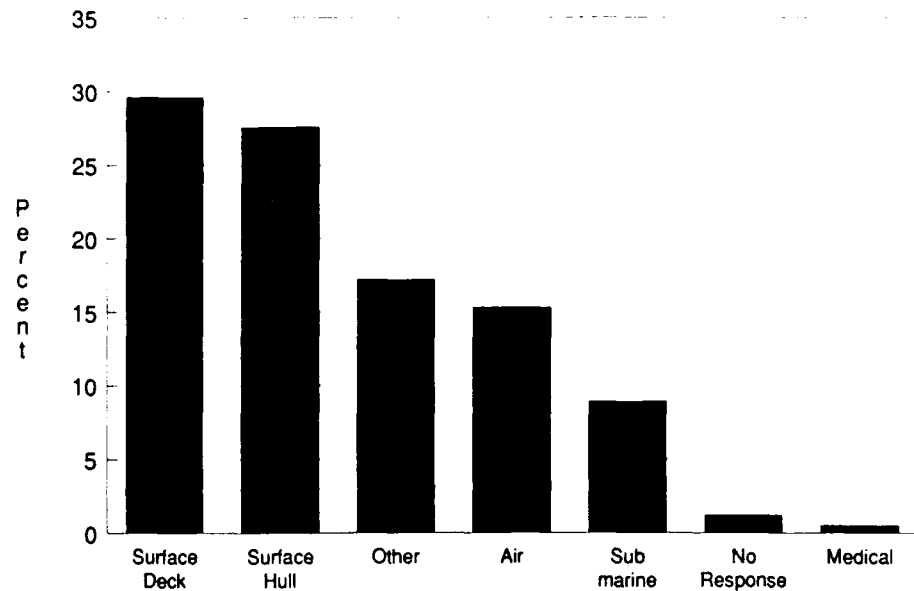


Figure 7. Enlisted community structures.

Family Status



Most recruiters are family men. More than 77 percent of them are married (Figure 8), and over 88 percent have

one or more persons dependent on them. About half have three or more dependents (Figure 9).

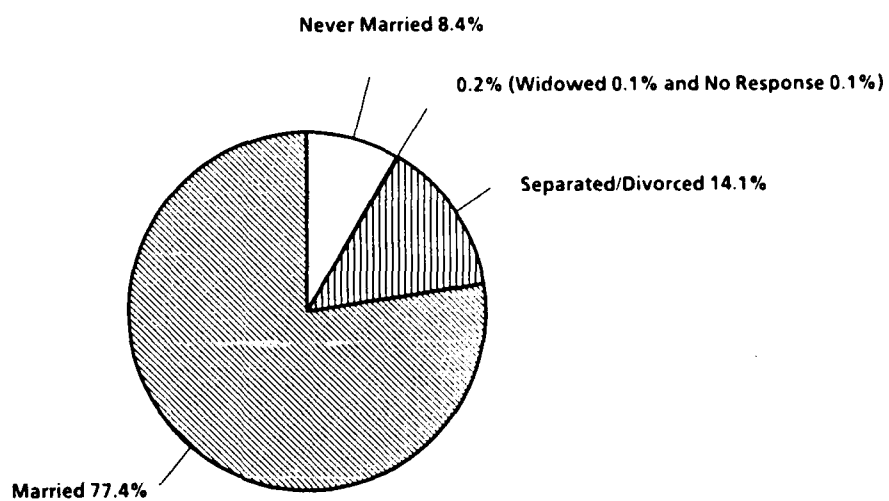


Figure 8. Marital status.

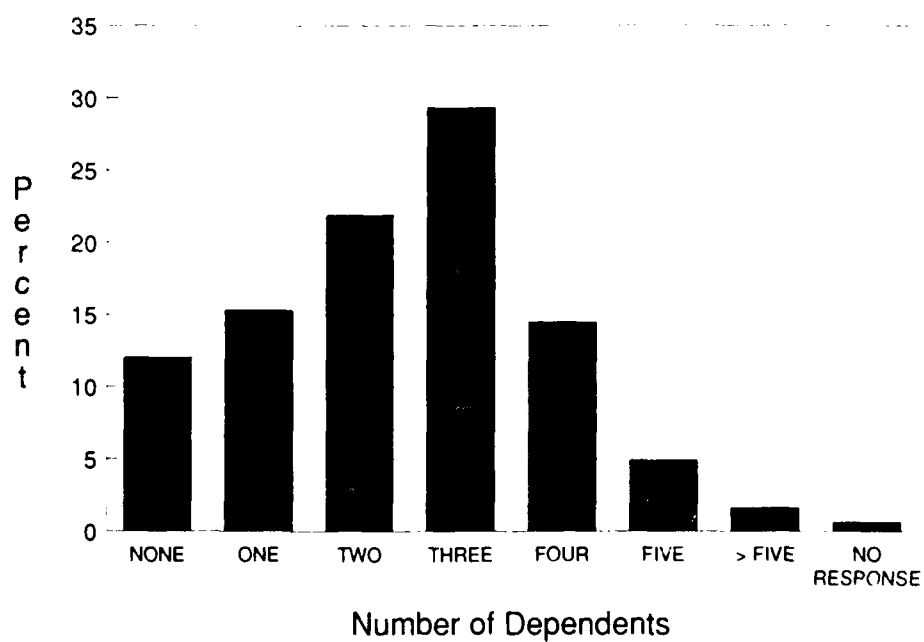


Figure 9. Number of dependents.

Career Plans

Two questions in the questionnaire addressed the area of career plans.

Figure 10 shows the distribution of responses to the question, "What are your Navy career plan?" Sixty-four percent indicated their intention to remain on active duty until eligible to retire and approximately 22 percent indicated an indecision about their career plans.

In response to the other question, about one-fourth

all recruiters responding to the survey reported some level of agreement with the statement, "Because of my experiences as a recruiter, I do not intend to continue my career in the Navy beyond this assignment." (See Figure 11.) However, when these same people were asked about their career intentions, only about 28 percent of this group (or 7% of all respondents) indicated an intention to leave at the end of their current obligation.

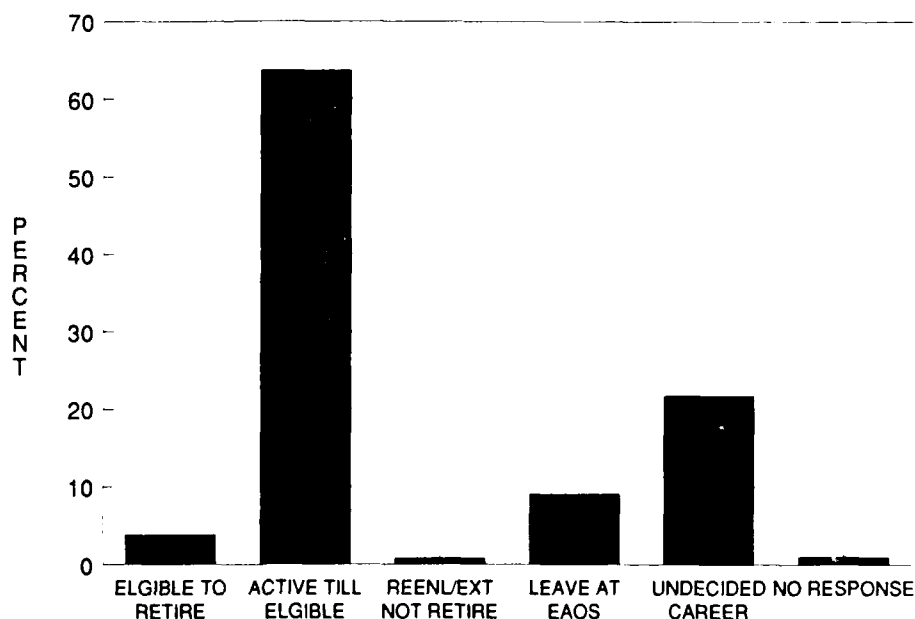


Figure 10. Career plans.

Because of my experiences as a recruiter
I do not intend to continue my career in
the Navy beyond this assignment.

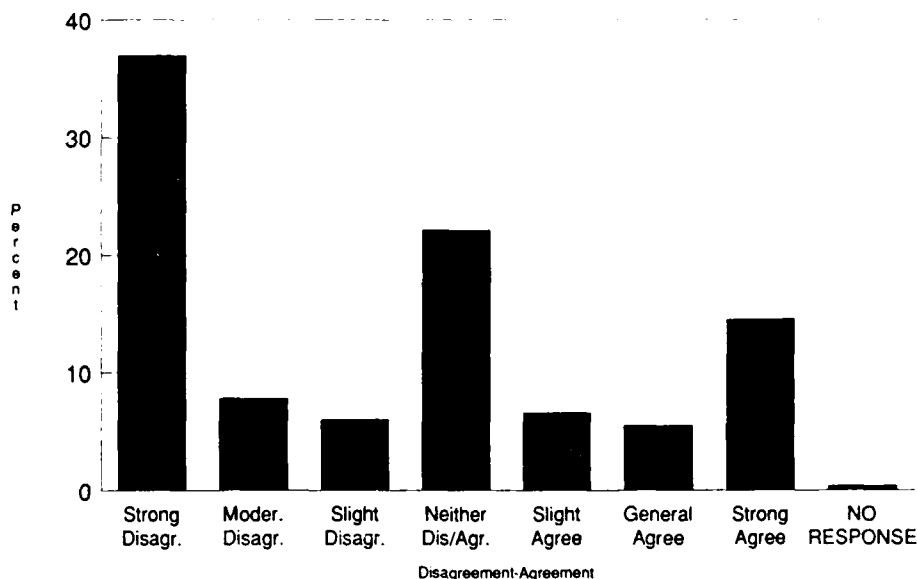


Figure 11. Effects of recruiting duty on career plans.

Selection and Training

Recruiter selection and training generally received low marks

from the respondents. Recruiters perceive that there are problems in connection with determining who should be assigned to this kind of duty. The rigors of recruiting assignments demand that personnel selected have the necessary personal characteristics that will sustain them, and that such things as their family or financial situations do not place undue handicaps on their performance.

questioned whether persons who have the proper personality and motivation are being selected for recruiting (see Figure 12). In addition, more than 40 percent think that persons with family, medical or financial problems are being assigned to recruiting (Figure 13). Eighty-four percent of the recruiters agreed that the Navy should develop a better way to select recruiter candidates. When asked specifically about the advisability of developing a team to recruit Navy recruiters, 81 percent endorsed the idea.

With respect to selection, over 60 percent of survey respondents

Nearly 60 percent of the respondents reported some level of disagreement with the

Sailors with the proper personality and motivation are being selected for recruiting duty.

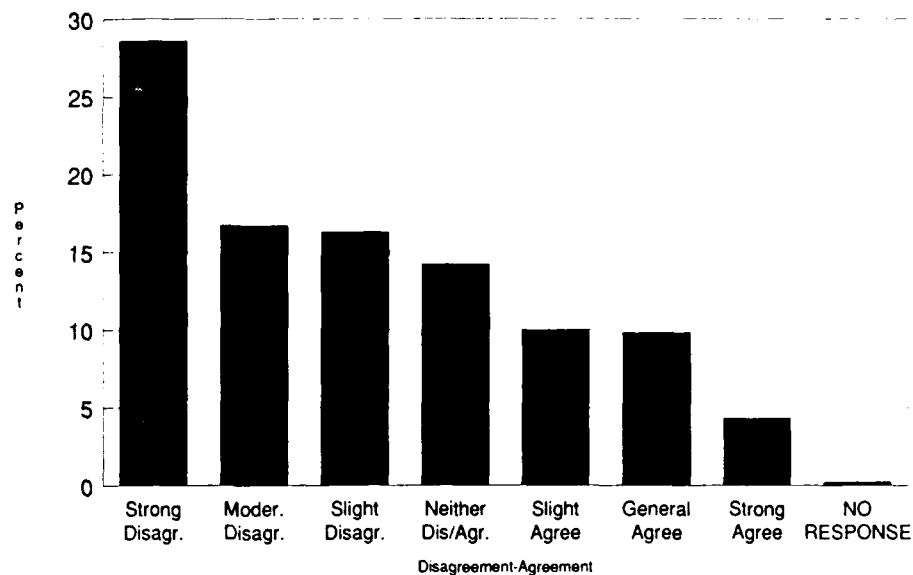


Figure 12. Personality/motivation.

Sailors with financial problems or family medical problems are being assigned to recruiting.

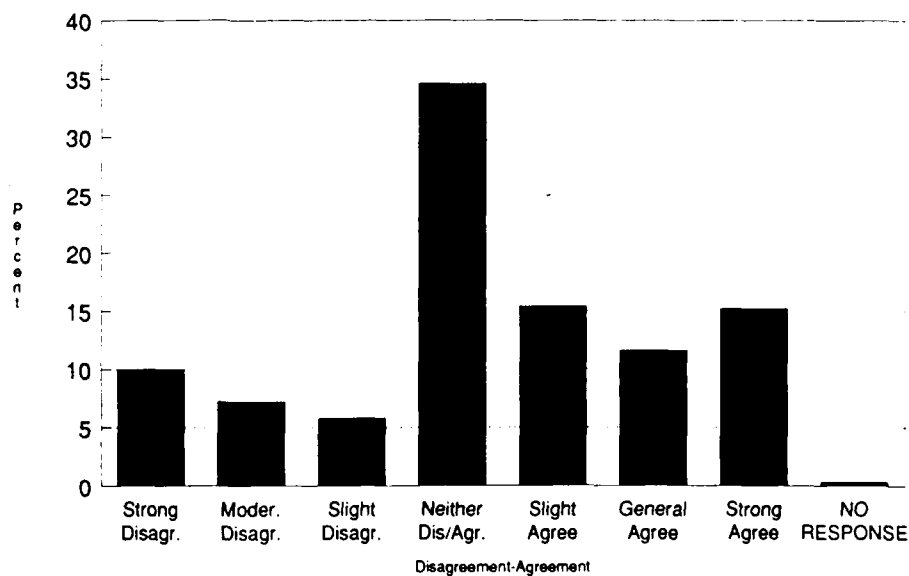


Figure 13. Financial/family problems.

statement, "I didn't want to be a recruiter." This indicates a relatively large number of recruiters wanted the duty. For about 45 percent, recruiting was their assignment of choice. However, for nearly half of the respondents it was not. Nearly three-fourths of the recruiters were advised by former recruiters not to take an assignment to recruiting duty and 60 percent would decline to advise their friends to do so.



When asked whether recruiting duty should be strictly voluntary,

87 percent agreed (see Figure 14). Opinion on this item was so strong, in fact, that when it was compared with other suggested changes to improve recruiting duty, it ranked number two overall.

Asked if the recruiter tour length should be reduced to 2 years, 60 percent responded in the affirmative. There was even stronger opinion (over 70%) against making it a longer tour. When compared with other suggested changes to improve the quality of their work life, reducing the tour length ranked in the top 7.

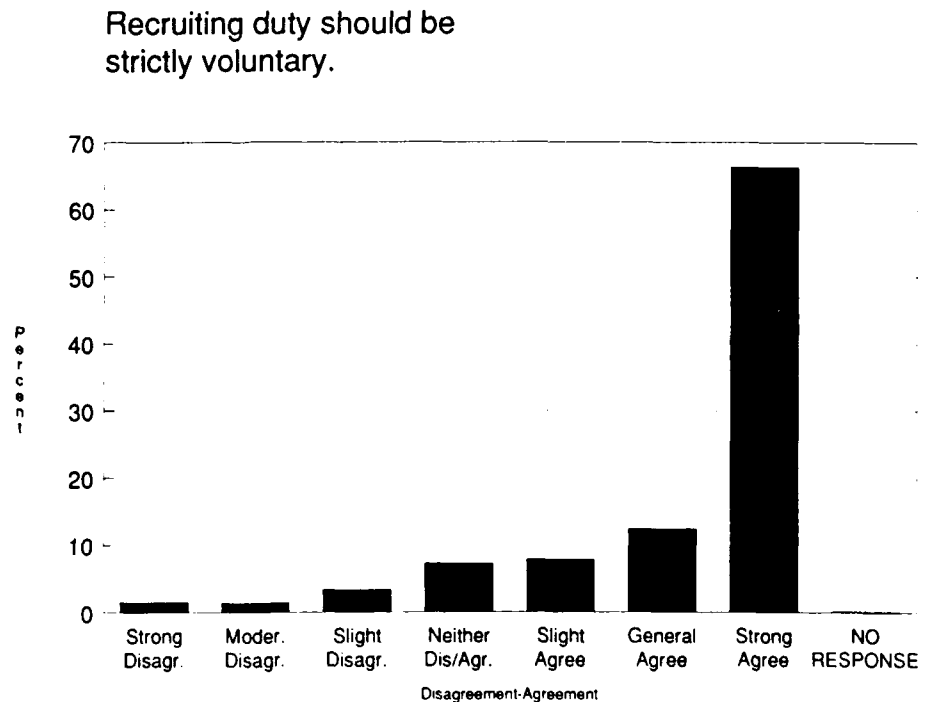


Figure 14. Voluntary duty.

There was a general impression that the training received is insufficient for those who are selected for recruiting duty. Figure 15 shows strong consensus (just over 62%) that it is too easy to get through the "schoolhouse" at ENRO.¹

Respondents also indicated that they were not prepared for the real world of recruiting nor for the stresses and pressures of recruiting duty. Less than half of the recruiters agreed with the statement that they had an accurate idea of what the

duty would be like before they reached their station. Having a realistic job preview was so important to recruiters that it was one of the top seven changes to improve quality of work life.

Figure 16 shows that nearly 70 percent of those responding disagreed that the training at ENRO prepared them for the real world of recruiting. Furthermore, training after ENRO did not provide that opportunity. Figure 17 shows that nearly 80 percent disagreed with the

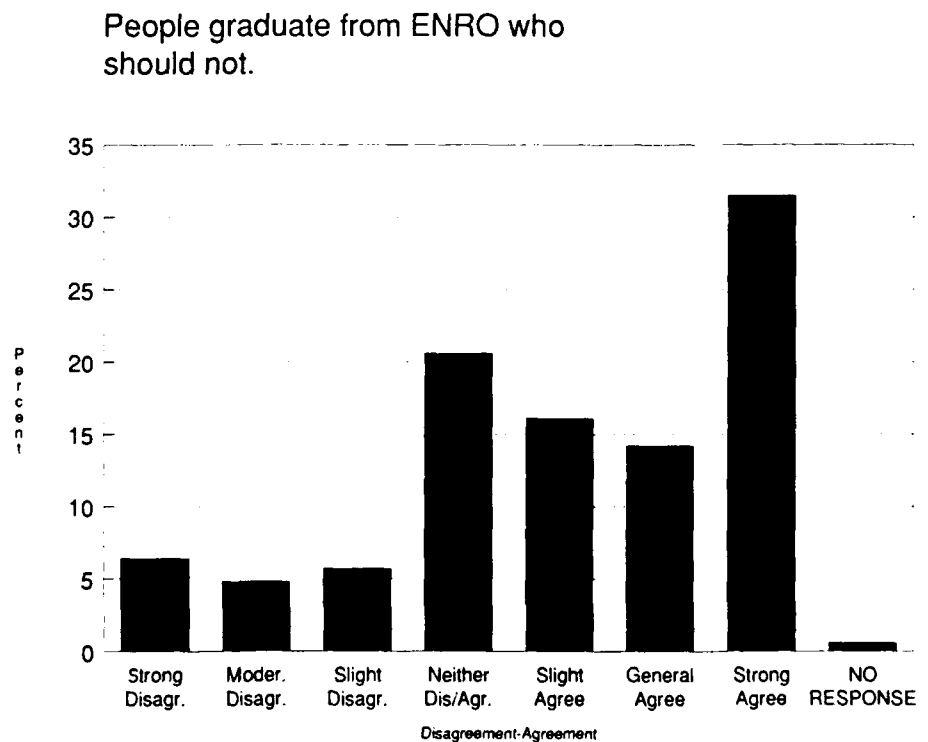


Figure 15. Too easy to get through school.

¹Enlisted Navy Recruiting Orientation (ENRO) is a department within the Navy Recruiting Orientation Unit (NORU) that handles training for enlisted recruiting.

Training at the ENRO prepared me for "real world" recruiting.

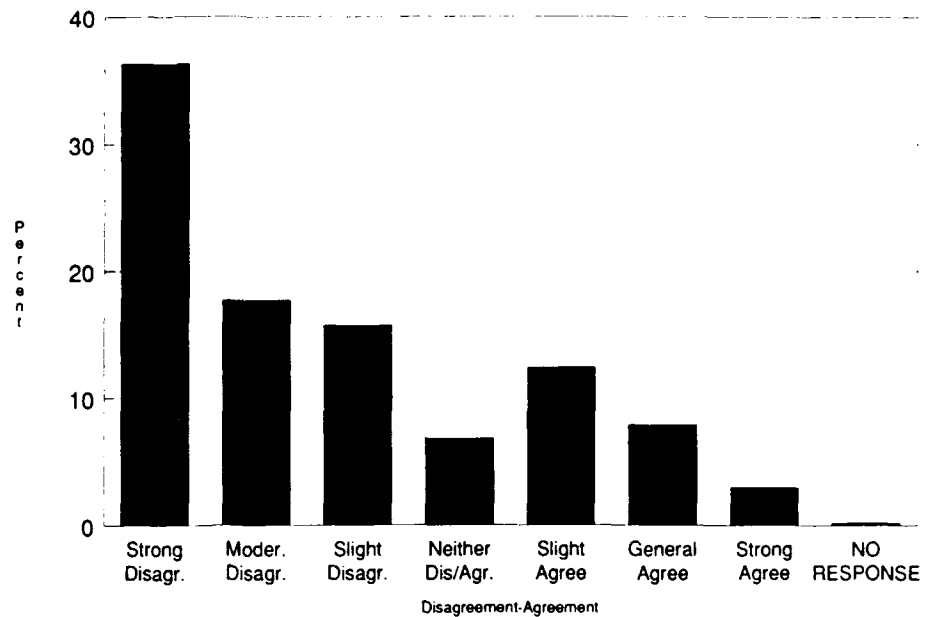


Figure 16. Real world training.

There is enough hands-on training after ENRO before recruiters start production.

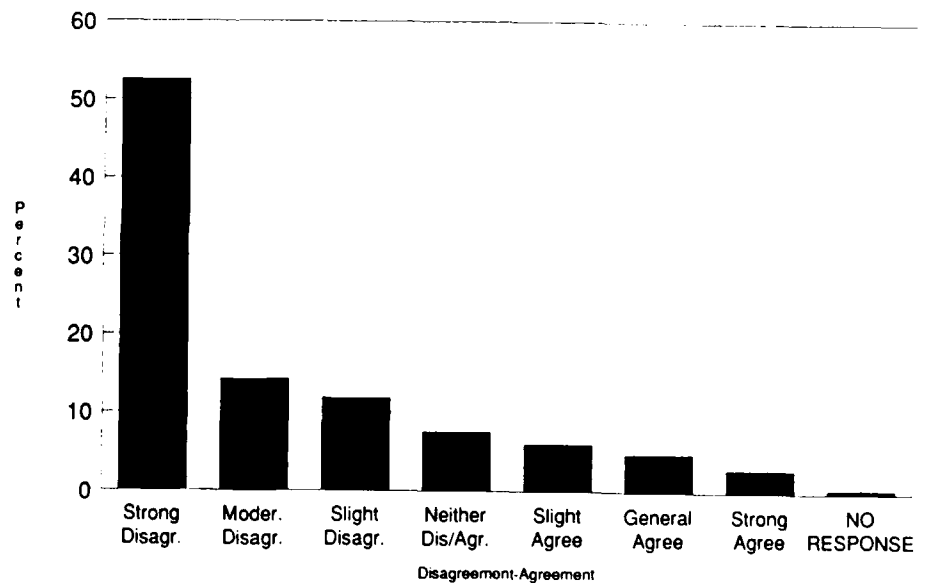


Figure 17. Hands-on training.

statement that there was enough "hands-on" experience after ENRO. With respect to coping with the stresses and pressures of recruiting duty, over 90 percent advocated stress management training, both in the school and in the field.

overwhelming majority (nearly 90%) felt that this sales training should be more realistic, allowing for the experience of failure. Over half of the respondents reported strong agreement with this idea (see Figure 19).

There was also a strong consensus from respondents that sales training at ENRO is inadequate. Figure 18 indicates that over 65 percent felt that additional sales training would be helpful. Furthermore, an

Furthermore, survey results indicate that recruiters think that some of their post-ENRO training is also inadequate. Figure 20 shows that over half of respondents were not sponsored by an experienced recruiter to help them learn the system.

Additional sales training at ENRO would be helpful.

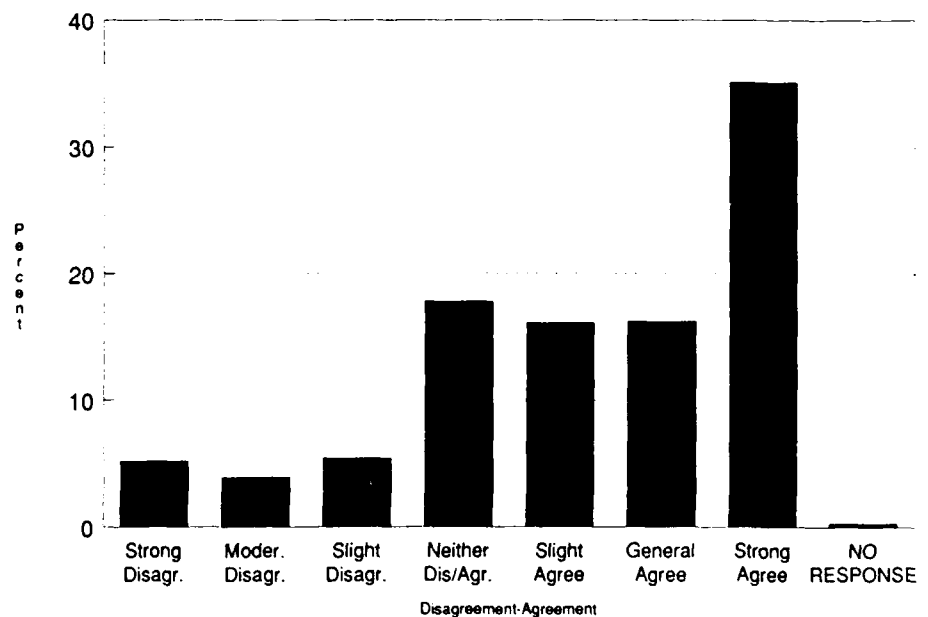


Figure 18. Additional sales training.

More realistic sales training at ENRO that allows for experiencing failure would be helpful.

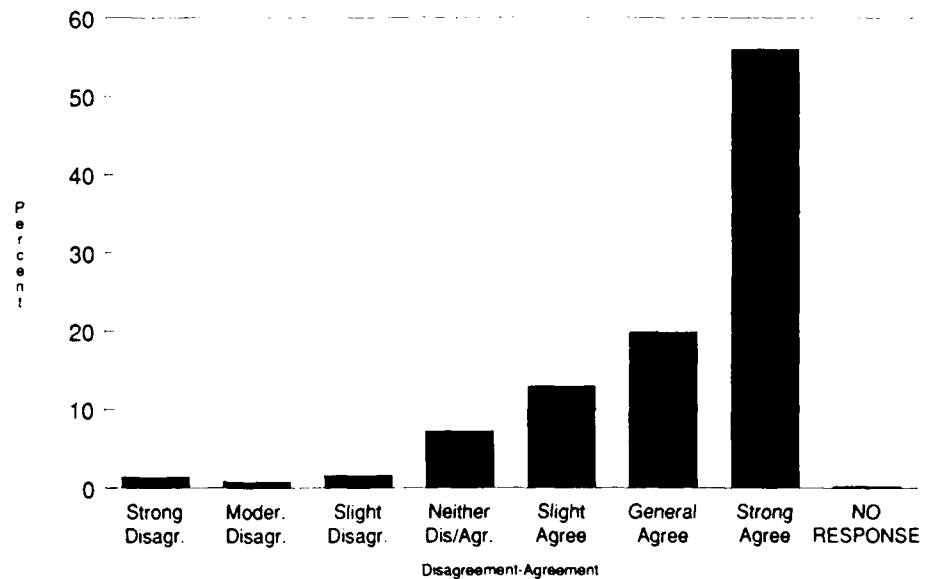


Figure 19. Realistic training.

As a new recruiter, I was sponsored by an experienced recruiter who helped me learn the system.

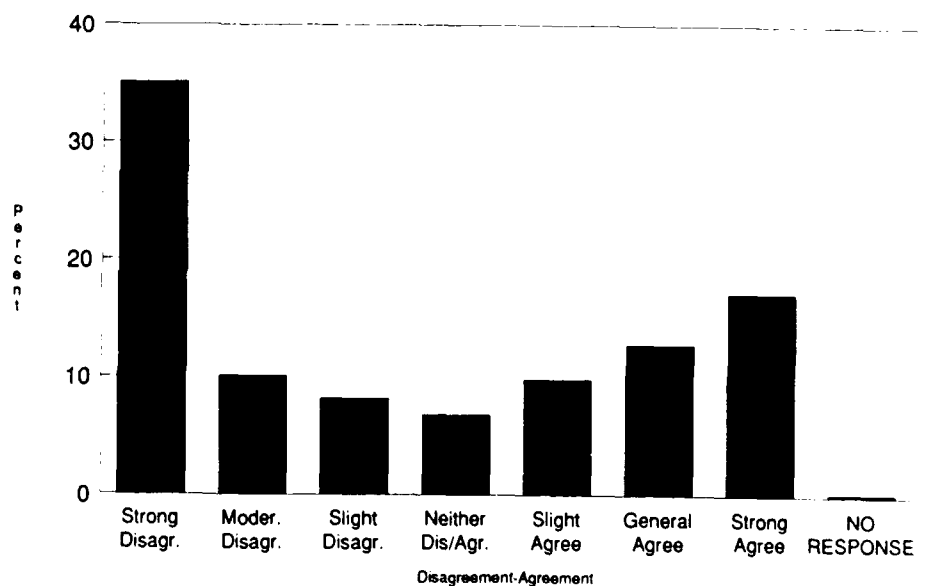


Figure 20. Experienced help.

Only about 34 percent report receiving adequate refresher training (see Figure 21) or that their district had a comprehensive training and development program (see Figure 22). However, views on adequacy of OJT were less negative. Figure 23 indicates that approximately half of the respondents report receiving adequate OJT by the

Recruiter-in-Charge (RINC), as well as by the district.

With respect to supervisory preparation, two-thirds thought supervisors needed more training, and 75 percent agreed with the statement that there should be formal schooling for those selected as Zone Supervisors.

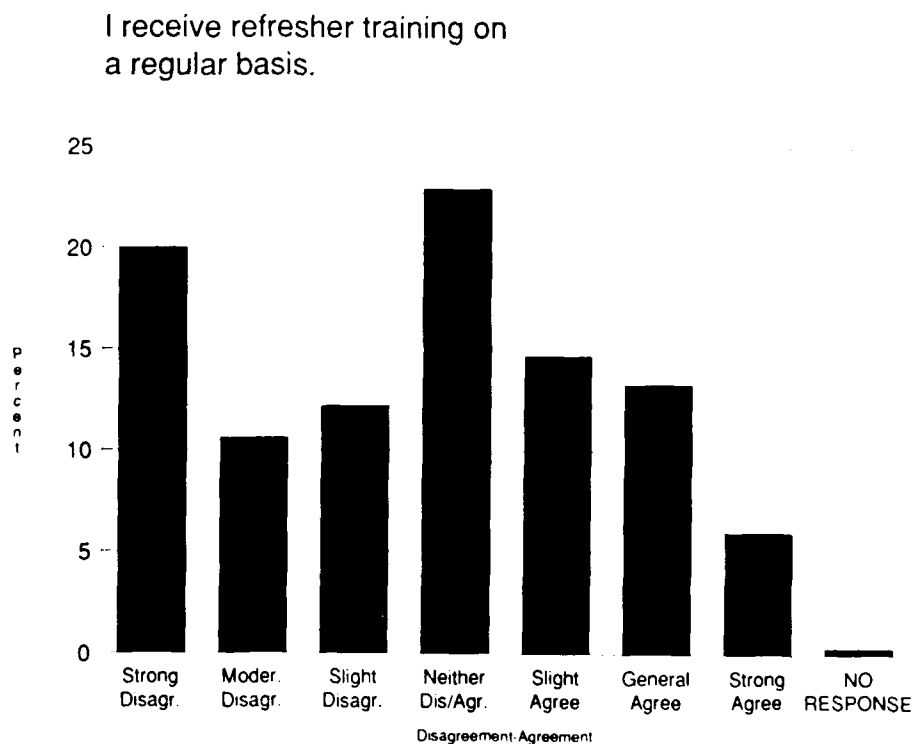


Figure 21. Refresher training.

My district has a comprehensive training and development program for all recruiters.

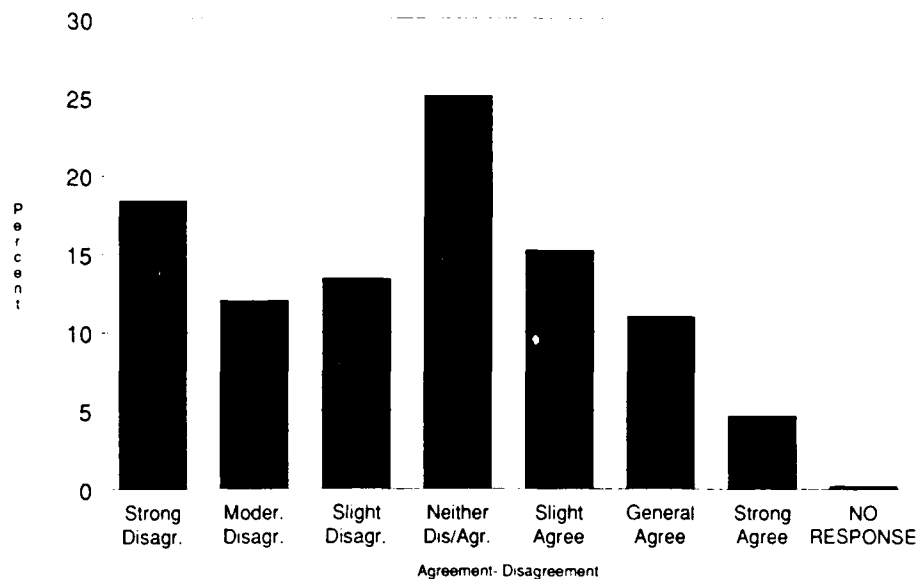


Figure 22. District training.

My RINC provides adequate OJT on a regular basis. My recruiting district provides adequate OJT & formal training.

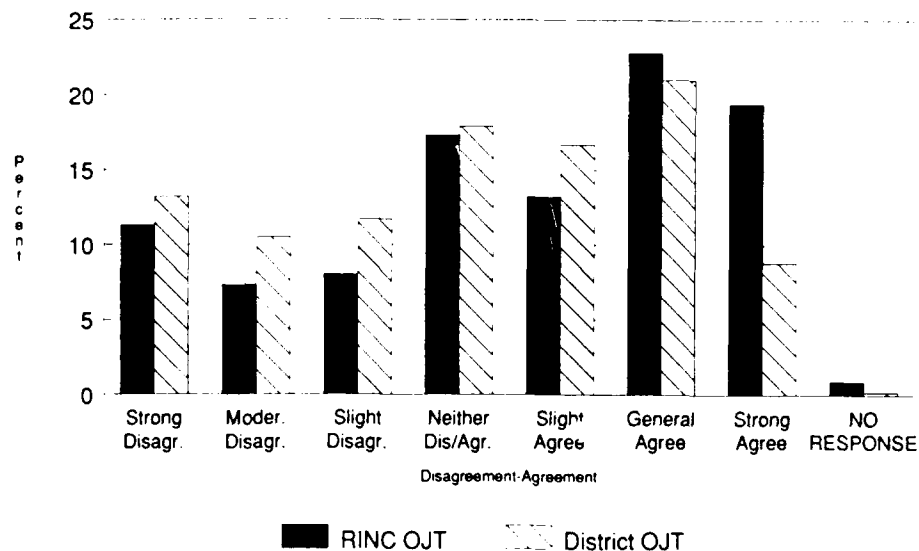


Figure 23. RINC/district OJT.

Station Assignment and Work Environment

A number of aspects of the working environment were addressed in the survey. These include satisfaction with assignment, location, physical facilities, unit cohesiveness, staff, and administrative duties.

When considering the location of assignment, about 60 percent reported that they wanted the location they were given and reported being happy with it. Although 28 percent voiced no opinion, almost half of the respondents agreed with the statement that recruiters are assigned to stations without any consideration for the overall recruiting experience level of that station. Seventy percent agreed that when station assignments are made, recruiters should be matched with the ethnic, racial, and religious characteristics of the area.

There was a fairly even split between those respondents assigned to rural and metro sites, with some 38 percent of the recruiters at stations located in a combined rural-metro environment. Most recruiters (95%) were stationed at full-time offices. When asked about the hours and days of operation of their particular recruiting station, respondent opinion was divided. About equal numbers agreed (41%) as disagreed (44%) that hours of operation matched prospective recruit traffic. Slightly over

half of the respondents thought that the location and visibility of their particular station were not good. The recruiters overwhelmingly endorsed (95%) giving top consideration to visibility and traffic when planning station locations.

Quite frequently the recruiting offices of the Armed Forces are co-located. Survey responses indicate that about 65 percent of the Navy recruiters are in facilities co-located with other services. Forty-six percent of respondents agreed that co-location was a good idea, while 39 percent disagreed.

Opinions as to the interior appearance of the recruiting stations indicated that slightly over half of the respondents were satisfied.

In general, parking was not a problem for the majority of recruiters. Availability of secure parking, however, was evidently a problem for about a third of the sample. When asked about needed changes, over 77 percent felt there was a need for more secure parking at the station. Likewise, personal safety was an issue of concern for just over one-fourth of the respondents.

Supplies and equipment questions evoked mixed responses. Slightly more recruiters agreed (50%) than disagreed (43%) that supplies were generally adequate.

Questions regarding office equipment drew stronger responses, however. About 80 percent of the respondents agreed that more and better office equipment was needed. Specifically, over half thought that the copier and facsimile equipment was inadequate and about 40 percent thought that audiovisual equipment was inadequate.

Telephone service and the availability of vehicles were generally satisfactory to the majority of the recruiters. Related to the issue of vehicles, however, was a perception that, in order to adequately cover their assigned territory, there should be no vehicle mileage limits imposed.

When respondents were asked about teamwork among recruiters, responses indicated high levels of teamwork at the station level (77% agreed), slightly less at the zone (51% agreed), and markedly less at the district level (29% agreed).

Regarding paperwork demands on the job, 63 percent of respondents thought that the demands were unreasonable and over 80 percent endorsed the redesign of jobs to reduce paperwork. Further, about 70 percent agreed that preparing for Standardization Auditing Team (SAT) inspections significantly detracted from their ability to fulfill their recruiting duties.

Goaling

Recruiter success is measured primarily by goal attainment.

Unfortunately, nearly three-fourths of the respondents report that many things that determine if they make goal are out of their direct control. As an example, 85 percent think it is inappropriate to delete points from their performance if the enlistee washes out of boot camp. However, when asked about the district's goaling

system and the station boundaries, responses were slightly less negative. For example, 37 percent agreed with the statement that the goals are allocated in an objective manner, compared with 31 percent who disagreed. Just over 40 percent feel that the goaling system in their district is fair and that they receive the goal based on their share of the qualified market. However, 45 percent disagreed with that statement.

Despite the obstacles, about two-thirds of the recruiters surveyed made goal the month prior to the survey, an accomplishment closely paralleled by the stations. On a 6-month basis, the distributions for goal attainment by station and individual recruiters also closely approximated each other. Nearly 45 percent of recruiters reported making goal five to six times in the previous 6 months.

When recruiters were asked how long they thought it took typical new recruiters to be able to perform their jobs at top efficiency, most responses were in the range between 3 and 9 months (67%), with the median being 6 to 9 months.

In general, recruiters agreed that the 1-month goal period is too short (see Figure 24), although about a third were undecided. Also, a large number of respondents (63%) agreed that more emphasis and time should be placed on permitting recruiters to work the out-month Delayed Entry Program (DEP) pool rather than current month shipping. This would allow recruiters to work on longer-range goals.

Eighty-five percent reported that they felt pressure to continue recruiting even after they had made goal. And the pressure reportedly increases with the beginning of a new month and a new goaling

The one month goal period is too short.

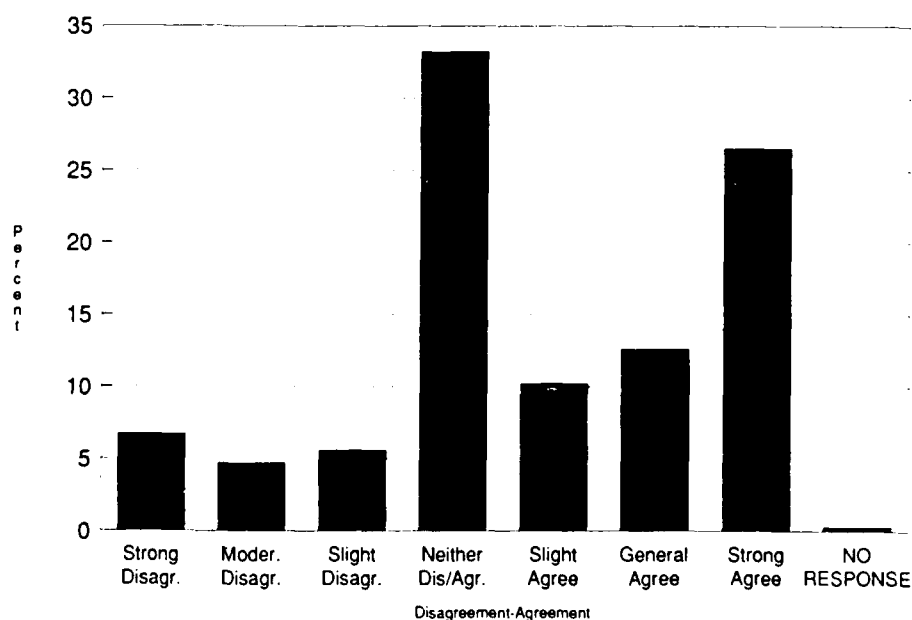


Figure 24. Goal period.

allocation. Sixty percent of respondents agreed with the statement that they went from "hero to zero," meaning that, no matter their accomplishments one month, at the beginning of the next month the pressures returned. Nearly the same percentages agreed with the statements that Zone Supervisors and Chief Recruiters rely too much on fear and intimidation instead of positively motivating recruiters (62% and 65%,

respectively) in order to achieve the monthly goal.

To ease some of the pressure on individual recruiters to make goal, recruiters strongly favored the team concept. Figure 25 shows that 61 percent agree with the idea of goal sharing. In an extension of the goal-sharing concept, over 70 percent of respondents felt that stations should be organized as a team so that recruiters could specialize in jobs they do best (see Figure 26).

Recruiters should be allowed to share goals.

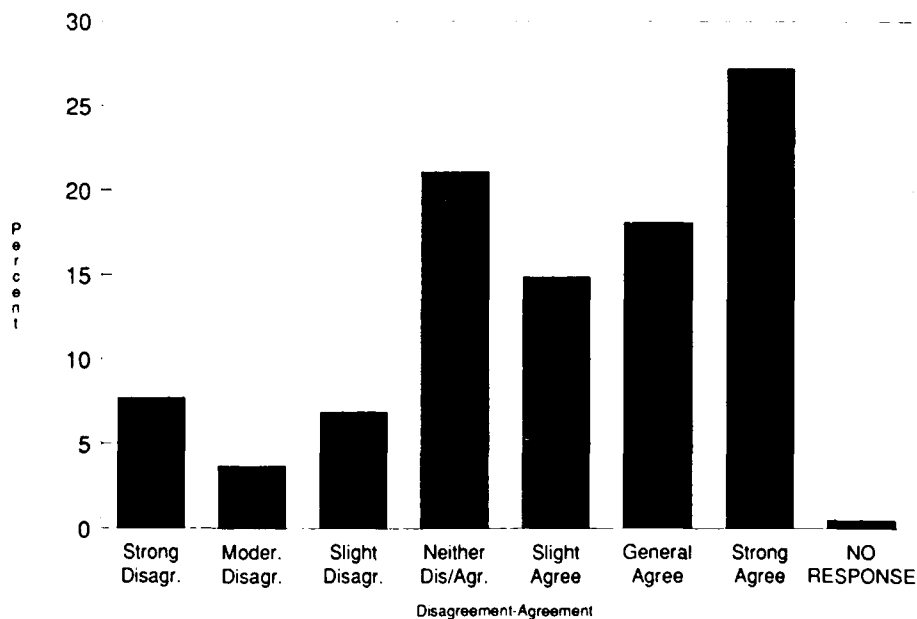


Figure 25. Goal sharing.

Stations should be organized as a team so that recruiters could specialize in jobs they do best.

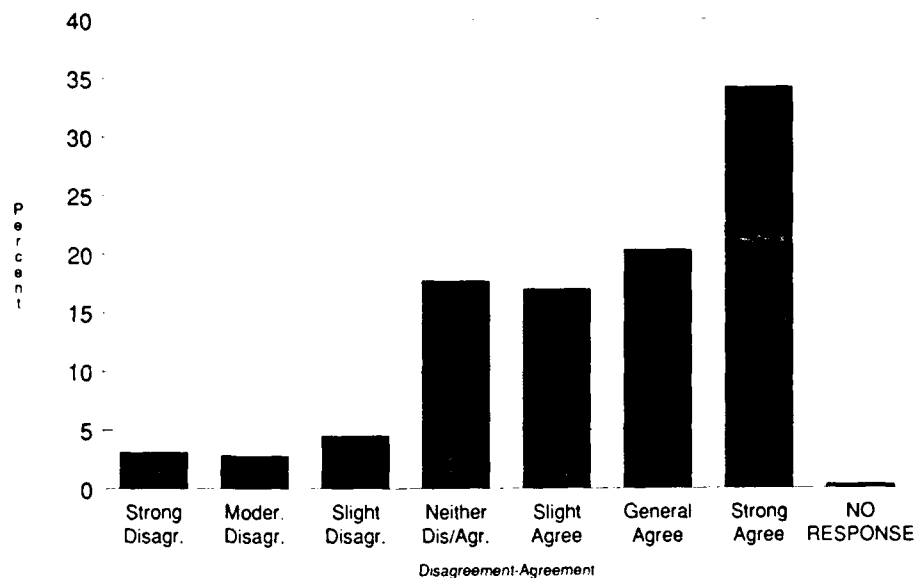


Figure 26. Recruiter specialization.

Incentives and Awards

The national incentives, monitoring, and award system (the Freeman Plan) was the target of much criticism. Results of two survey items indicated that there was a perception of inequity within the plan. Nearly 64 percent thought that awards under the plan were not available equally to any hard working recruiter, and a similar percentage reported that all recruiters do not have the same opportunity to succeed under the plan. More than a third agreed with the statement that the Freeman Plan

constitutes more of a threat than an incentive. Further, nearly 90 percent of recruiters suggested that the Freeman Plan should be flexible enough to meet the changing recruiting environment.

Approximately half of the recruiters who responded stated that they fully understood their district competition system, but 42 percent thought that the system stresses quantity over quality. Opinions were evenly divided regarding the consistency and effectiveness

of the local command's fiscal year awards program. A third of the respondents thought that the program was consistent and effective, while another third thought otherwise; the remainder had no opinion. Over 60 percent thought that there should be a variety of awards from which the recruiter could choose after reaching a certain level of performance in the district's competitive system. Almost half of the respondents

answered that their NRD was slow in delivering awards and incentives.

Interestingly, when recruiters were asked if the awards that can be earned in recruiting duty (e.g., certificates, plaques, letters of commendation) help sailors advance, responses were mixed. Nearly 40 percent agreed that the awards helped, but over 36 percent disagreed.

Career Development

In the area of career development, recruiting falls short. Only 42 percent

reported that being a recruiter would help them advance in the Navy. In fact, because they are working out of their rating, over 60 percent felt that being a recruiter would hurt their chances for advancement within their rating. An overwhelming majority (84%) felt that being a recruiter has a "make or break" effect on one's Navy career. If they make goal, it will help, if they do not make goal, it will hurt their career.

While on recruiting duty, performance evaluations were troublesome for many. One-third of the recruiters perceived their evaluations to be lower on recruiting duty than they were back in their occupational field. Moreover, nearly a fourth felt that their

evaluations did not reflect the effort they had put into their recruiting duties. Relative to this, recruiters receive extra credit at any selection or promotion board because of recruiting duty (95% agreed). When this suggestion was compared with other suggested changes to improve the quality of life for recruiters, it was ranked first.

The threat of a so-called "no-fault" transfer is real for those who cannot succeed as a recruiter. Over 65 percent reported the perception that if they obtained a "Freeman T" or "no-fault" transfer it would hurt their career. This perhaps led to the strong positive response (97% agreed) to the suggestion that recruiters should be able to leave recruiting duty without negative impact on their careers if they've been unsuccessful but demonstrated sufficient effort. This suggestion was,

in fact, ranked as one of the top seven changes that would lead to improved quality of life for recruiters.

Recruiter recognition, in general, produced mixed responses. Sixty-four percent agreed that they received recognition for good job performance. However, over half claimed they received more recognition in the fleet than in recruiting duty. Perhaps this may explain why nearly 88 percent of respondents supported the suggestion that all of the time spent on recruiting duty should count toward sea duty. It was considered so important that, when compared with other changes to improve recruiter quality of work life, it also was ranked in the top seven.

The job of recruiting appears to hold its own intrinsic reward. About 90 percent of the respondents agreed that they feel good about being a recruiter because they help people by getting them into the Navy. Forty-five percent agreed with the statement that being a successful recruiter would make them a more

understanding leader in the fleet, but almost 20 percent of the respondents disagreed, and another 20 percent were unsure. About 60 percent agreed that they had learned valuable skills as a recruiter.

A career ladder is essentially nonexistent while on recruiting duty. Overwhelmingly, the respondents agreed (72%) that recruiters should have career development opportunities within recruiting after they have demonstrated their abilities.

For those who will be returning to their rate, nearly 70 percent anticipate trouble getting training in their rating before returning to the fleet. About the same percentage agreed that, while on recruiting, job pressures have kept them from studying for their advancement exams; three-fourths disagreed that they were given the necessary time and appropriate materials to study for advancement exams; and fully 85 percent agreed that recruiters should, in fact, be relieved of production goals so they could study for advancement.

Quality of Life

Job responsibilities, having time to attend to personal matters, concerns about finances, and availability of support systems all contribute to the quality of life for Navy recruiters.

About 80 percent of respondents reported feeling much stress in their job, and nearly two-thirds agreed with the statement that job stress was a problem for them. Seventy-nine percent agreed that recruiting was more stressful than other Navy jobs (see Figure 27).

My job as a recruiter is more stressful relative to other Navy jobs.

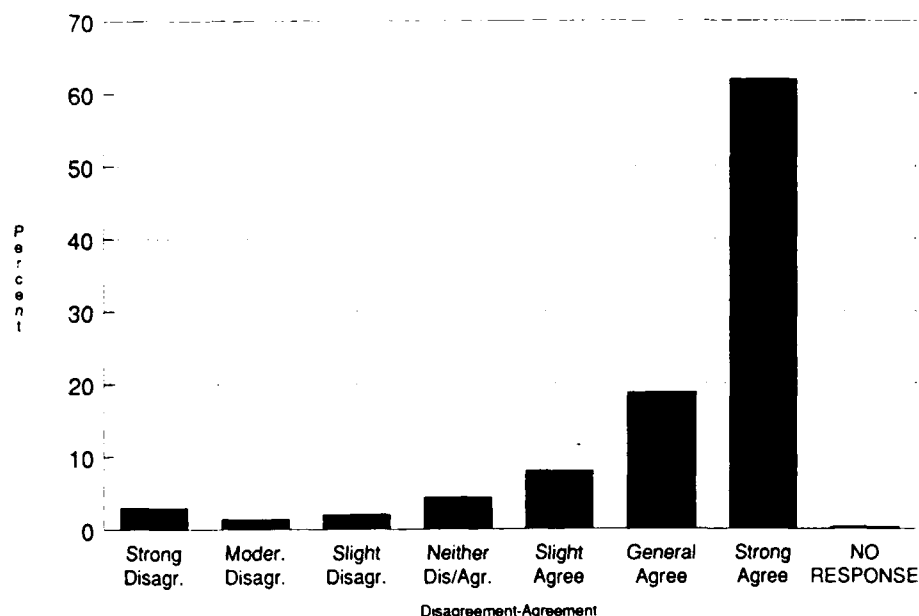


Figure 27. Job stress.

Three-fourths disagreed that their work schedule left enough time to take care of personal business, a response pattern echoed when less than 1 in 10 agreed that job responsibilities allowed them to plan their personal lives. For example, 85 percent reported working 60 hours or more per week with nearly half of the respondents putting in 70 or more hours. Almost two-thirds agreed that job pressures had kept them from taking leave when they wanted to. In fact, over a third had taken 5 days or less in the past year. About 85 percent disagreed with the statement that they were compensated for working holidays and extra hours.

Financial matters were also a source of concern for some recruiters. Only 32 percent of the respondents reported that their average monthly expenses for recruiting activities were adequately covered by the Out-of-Pocket Expense (OPE) Allowance. About 70 percent did not agree that the Variable Housing Allowance was adequate to cover their living expenses. Unfortunately, district-provided counseling for financial matters was also apparently inadequate, as reported by some 50 percent of the respondents.

Personal expenses for medical care for self and

family also appear to be a problem. Sixty-four percent of the respondents pay \$25.00 or more per month out-of-pocket for family medical expenses. One-fifth pay \$25.00 or more per month for their own medical care. District assistance with medical and CHAMPUS was also problematic, with 45 percent reporting it inadequate. There was nearly unanimous agreement that the Navy should pay CHAMPUS in isolated areas, and nearly as strong an agreement that private health insurance

covering recruiters should be provided for those in isolated areas. District-provided personal counseling, designed to help the recruiter and family cope, did not receive high marks. Sixty percent of the respondents disagreed with the statement that their recruiting district provides good quality counseling services related to personal and family problems. About 40 percent of the recruiters did not agree that their spouse, girlfriend, or boyfriend understood the pressures of being a recruiter.

The Product and Advertising

From the perspective of the recruiters who responded to the

survey, the Navy enjoys a good image with prospects. Figure 28 shows that just over 60 percent agreed with the statement that the Navy has a good image among potential recruits. Just over half of the respondents reported that prospects perceive that the benefits of enlisting in the Navy are better than civilian jobs in their recruiting zone (see Figure 29). And, when asked whether the Navy recruiting programs offer potential applicants incentives that are competitive with those of the other Services, 54 percent agreed (see Figure 30). Opinions were mixed on whether they lost potential recruits to the other Services. Just over 40 percent disagreed with the statement that they lost a significant number of applicants to the other Services because

applicants believed the other Services offer a better product. But, nearly the same number of respondents agreed with the statement (see Figure 31).

Thirty-five percent of recruiters think that having a steady job with good pay and benefits was the primary reason most prospects sign up. A lesser number, 25 percent, believe that people join the Navy as a way of preparing for a civilian career. Sixty-seven percent of the recruiters reported that going to college was the number one reason most frequently given by prospects for *not* joining the Navy. Ranking much lower on the list for *not* joining were parents' objection to the Service and other Services offering better programs. See Table 1 for a complete listing of the reasons reported by recruiters for prospects joining and not joining the Navy.

Navy has a good image among potential recruits.

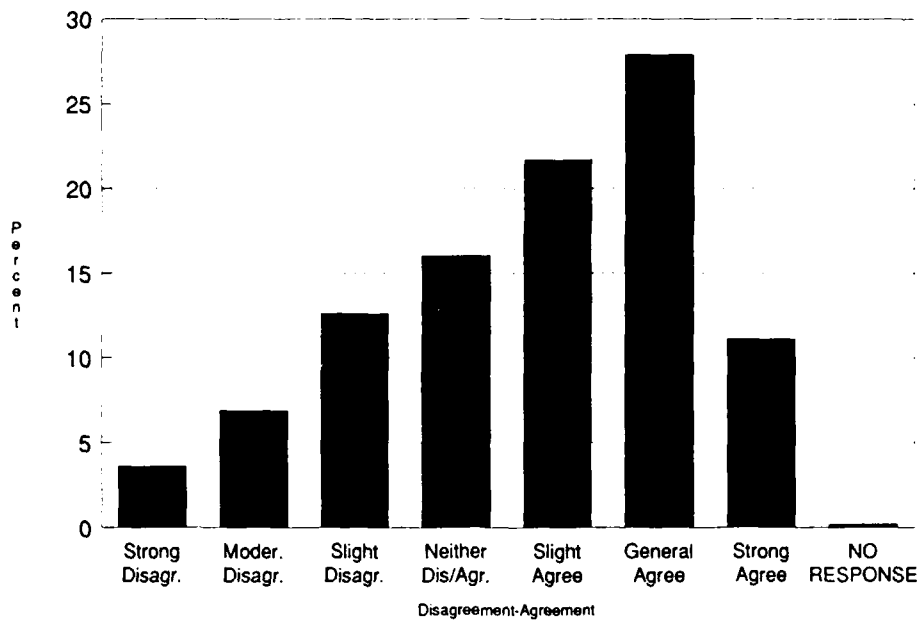


Figure 28. Image projection.

In this recruiting zone, prospects perceive Navy benefits are better than civilian jobs.

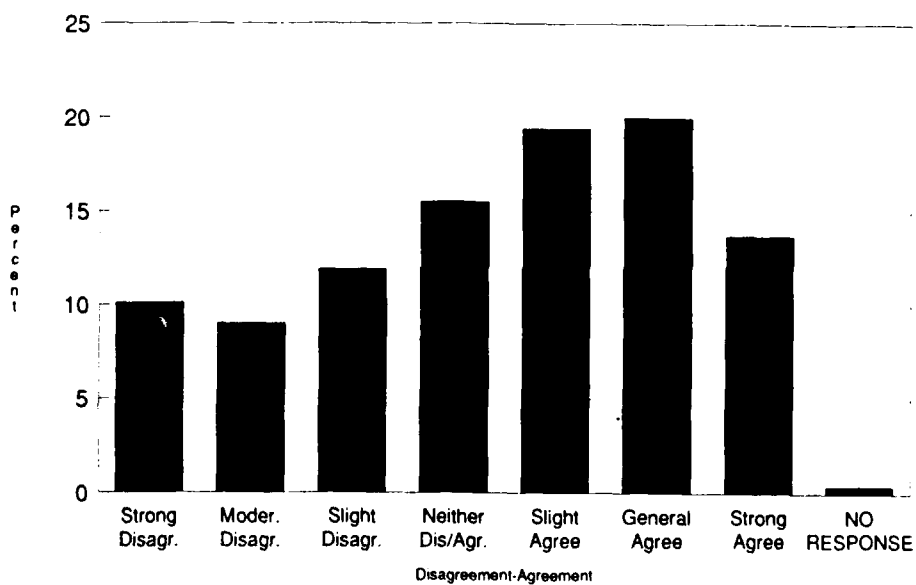


Figure 29. Navy opportunities.

Navy recruiting programs offer potential applicants incentives that are competitive with other Services.

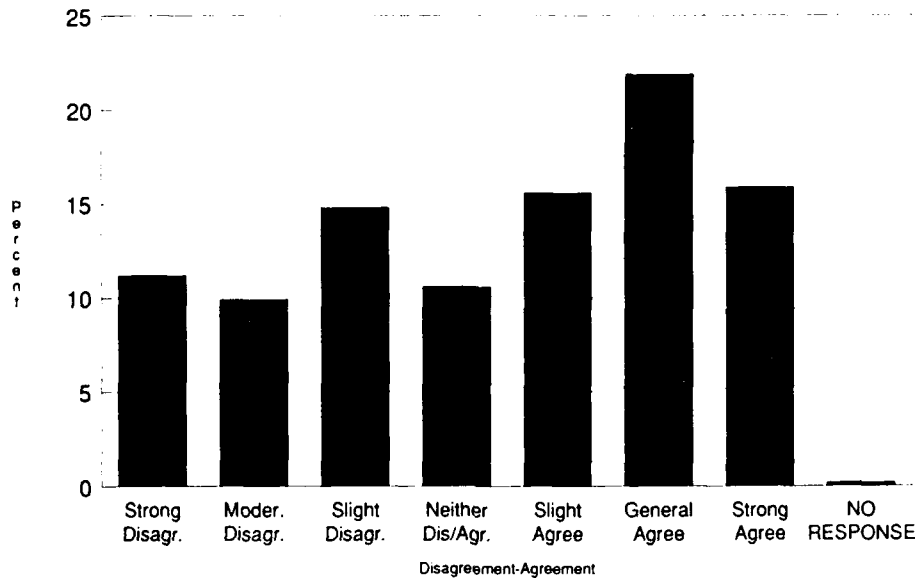


Figure 30. Recruit incentive.

I lose a significant number of applicants to other Services - applicants believe they offer a better product.

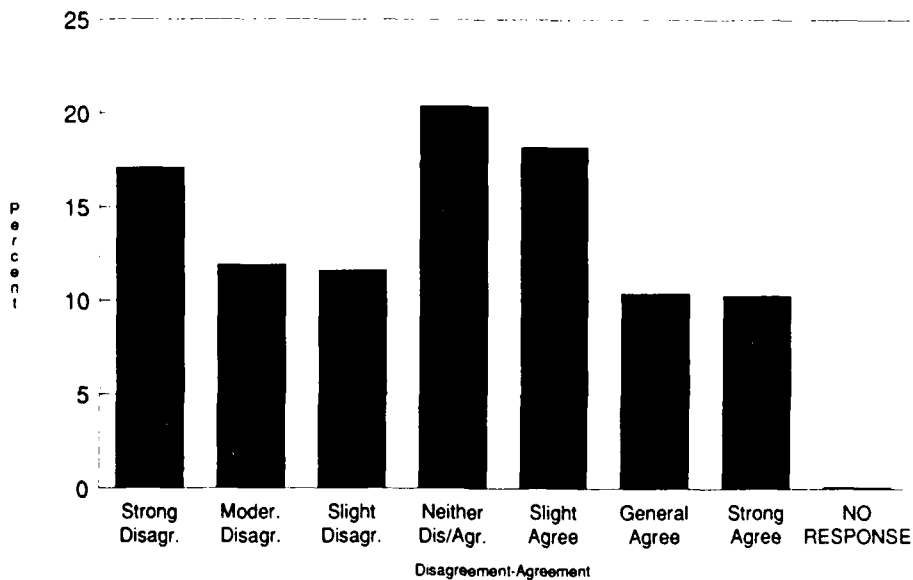


Figure 31. Other services product.

Table 1

Reasons for Joining or Not Joining the Navy

<i>Joining</i>	<u>%</u>	<i>Not Joining</i>	<u>%</u>
Steady Job, Good Pay and Benefits	35	Going to College	67
Preparation for Civilian Career	25	Parents/Center of influence(COI) Object	5
Navy Skill Training	14	Other Services Have Better Programs	5
Personal Growth	7		
Adventure	4	Low Pay in Military	3
Other/Combination of Above	15	Other/Combination of Above	20

Unfortunately, despite the Navy's good image, recruiters think that applicants have less knowledge about the Navy than other Services. Nearly 59 percent of respondents disagreed with the statement that potential applicants have the same knowledge of the Navy as they have of other Services (see Figure 32). In this regard, over half of the respondents felt that the amount of Navy advertising at the national level made it difficult for them to sell the Navy, although local advertising was reported by 49 percent to produce many valuable leads. In order to overcome the shortfall in national advertising, over 95 percent endorsed a more aggressive advertising campaign and nearly 70 percent thought that the Navy should have a catchier advertising slogan.

When compared with other suggested changes, a more aggressive advertising campaign ranked in the top seven.

Also handicapping recruiters is the availability of recruiting brochures and handouts (RADS), other promotional items, and lists of potential applicants. Over three-fourths of the respondents disagreed with the statement that they could get all of the RADS and promotional items they needed to do their jobs. Over 62 percent of the recruiters disagreed that lists of potential applicants from the local high school(s) were available as soon as needed, but a similar percentage reported that the Hometown

Potential applicants have the same knowledge about the Navy as they have of other Services.

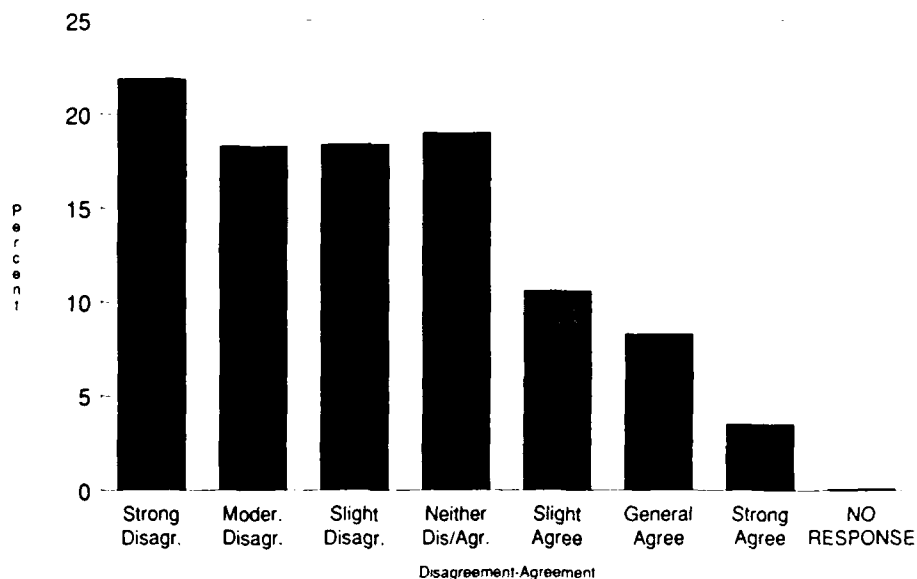


Figure 32. Knowledgeable applicants.

Area Recruiting Program (HARP) was valuable in producing leads. The national leads program was felt to be adequate by nearly half of the respondents. According to

nearly 58 percent of recruiters, Selective Service lists were not available to use as leads and 42 percent of respondents reported that they were not helpful.

Support

In general, Navy recruiters felt they were less well supported than

other Service recruiters. Figure 33 indicates that 44 percent of survey respondents disagreed with the statement that they were as well prepared and supported as recruiters from the other Services.

With respect to the recruiting effort in general, 30 percent of respondents disagreed that Navy installations actively supported recruiting in their district.

However, 44 percent had no opinion on this question. A similar response pattern was seen when they were asked about support from Navy-associated organizations, such as the Navy League and the Fleet Reserve Association.

When asked about specific aspects of support, 56 percent of recruiters reported that Military Entrance Processing Station (MEPS) personnel provide inadequate support (see Figure 34), and 42 percent disagreed with the statement that the recruiting area staff

From my observation, I am as well prepared and supported as recruiters from the other Services.

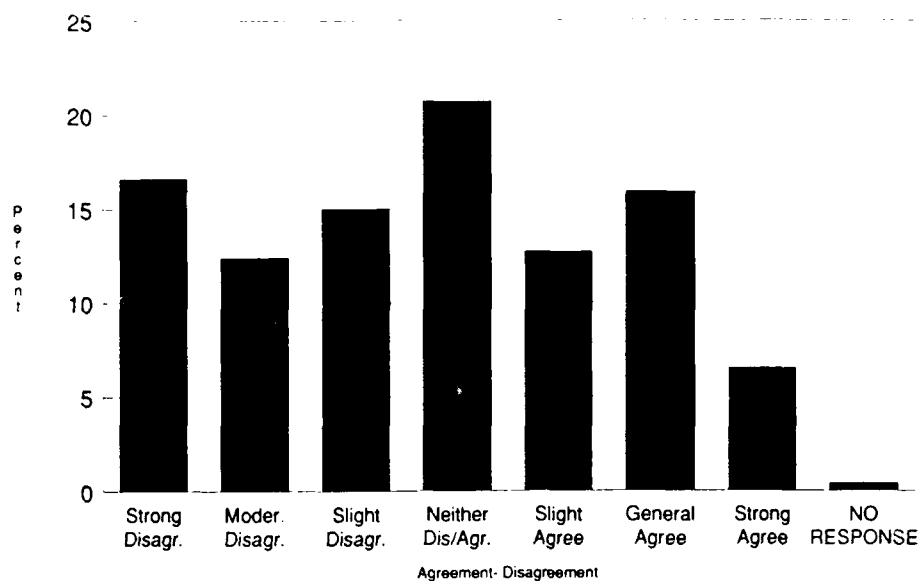


Figure 33. Navy recruiter support.

MEPS personnel provide inadequate support.

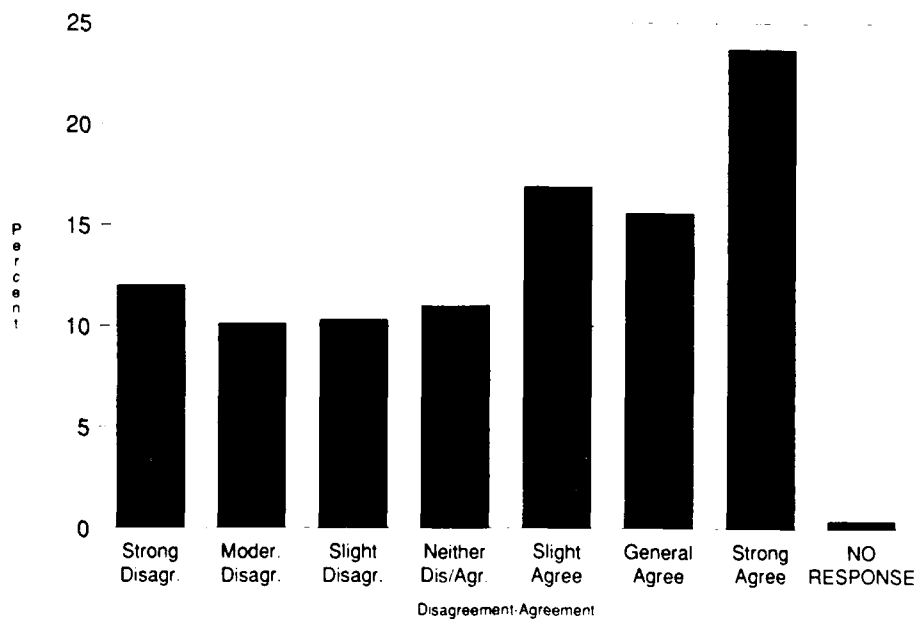


Figure 34. MEPS support.

The recruiting staff really support me
in helping me to meet my goals.

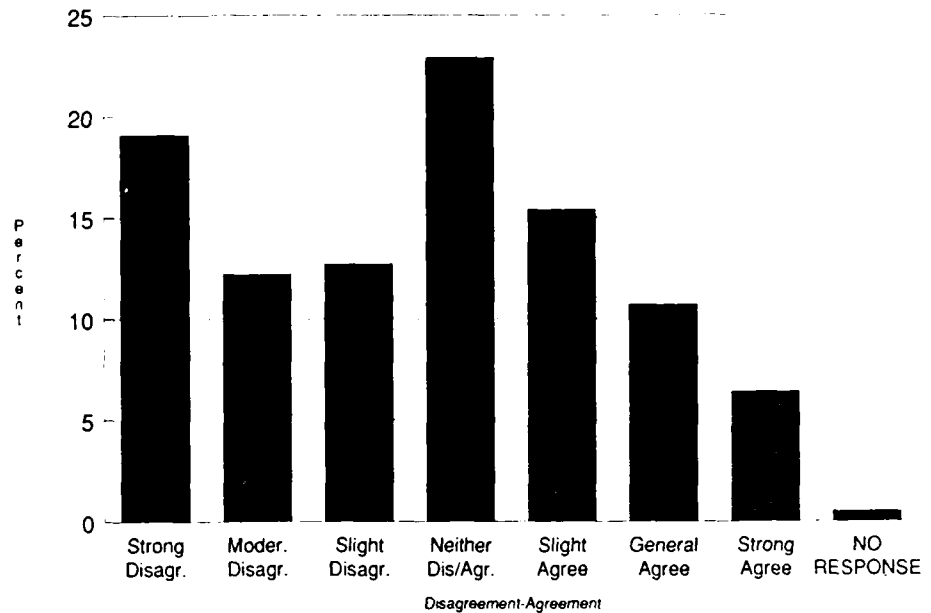


Figure 35. Staff support.

really supported them in helping them to meet their goals and objectives (see Figure 35). Nearly 45 percent reported the perception that Career Recruiting Force (CRF) people in the district do not understand the pressures of being a recruiter in the field.

Several survey questions were asked about the recruiter's chain-of-command. About 44 percent of respondents disagreed that the chain-of-command worked effectively in their district and a similar percentage reported

that they were not trusted and respected by their chain-of-command. With respect to communication within the chain, over half felt that they did not have good communication from the top down. Immediate supervisors received much higher marks, however, with over three-fourths of respondents reporting that they got along well with their immediate supervisor, and nearly 64 percent reporting that their supervisor demonstrated professionalism and strong leadership ability.

Conclusions

In conclusion, despite the cost to themselves and their families, Navy Recruiters are doing the job and doing it well. However, based upon survey results, recruiters report most agreement with the following potential changes to help them better fulfill the Navy's recruiting mission:

Make recruiting duty strictly voluntary.

Make the tour of duty for recruiting no longer than 2 years.

Improve the screening and selection of potential recruiters.

Change ENRO curriculum to include real world training and stress management techniques.

Emphasize the sponsorship programs.

Provide more training for supervisors and Zone Supervisors.

Improve and make more available specific office equipment (e.g., copiers and audiovisual supplies).

Provide more secure parking at the recruiting stations.

Reduce paperwork.

Review goaling policies in order to reduce personal stress on the recruiter.

Give consideration to providing extra credit for recruiting duty when recruiters are considered for promotion.

Give recruiting duty special consideration in the sea/shore assignment rotation decision.

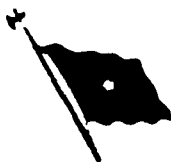
Make incentives and rewards more equitable.

Provide relief from goaling requirements in order to allow recruiters to study for advancement in their ratings.

CHAMPUS policies should be examined to better meet the needs of recruiters in outlying areas.

Provide more aggressive advertising support and RADS.

Appendix
Navy Recruiter Survey



COMMANDER
NAVY RECRUITING COMMAND

17 FEB 1989

Dear Recruiter,

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

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

Keep up the great work!

Sincerely,

A handwritten signature in dark ink, appearing to read "H. C. McKinney", with a long, sweeping horizontal stroke extending to the right.

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

Report Control Symbol No 1110-1

NAVY RECRUITER SURVEY

1989



Developed for the
Chief of Naval Personnel
by

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

INFORMATION AND INSTRUCTIONS

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

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

The questionnaire is made up of three parts:

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

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

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

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

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

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

Navy Personnel Research and Development Center
Survey Team

I. RECRUITING LIFE

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

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

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

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

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

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

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

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

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

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

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

		Strongly Disagree	Modemely Disagree	Slightly Disagree	Neuthe Agres nor Disagree	Slightly Agree	Generally Agree	Strongly Agree	
147.	My recruiting district provides good quality counseling services related to personal and family problems.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	
148.	My recruiting district provides adequate assistance with medical/CHAMPUS problems.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	
149.	My recruiting district provides good quality financial counseling.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	
150.	Getting medical care for <u>myself</u> is a problem at this location.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	
151.	Getting <u>family</u> medical care is a problem at this location.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	
152.	I have trouble finding doctors who will accept CHAMPUS.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	[N/A]
153.	Because of late CHAMPUS payment, I am having financial difficulties.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	[N/A]
154.	The family ombudsman program works well here.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	[N/A]
155.	The lack of opportunity to make contact with other Navy spouses at this location has caused a problem for my spouse.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	[N/A]
156.	It would improve my quality of life if government leased housing was available at this location.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	[N/A]
157.	The shortage or high cost of housing in this area often causes recruiters to leave their families behind and become "geographic bachelors."	(1)	(2)	(3)	(4)	(5)	(6)	(7)	
158.	Military family housing was available in my locality, but the waiting list was too long for me to consider it as an option.	(1)	(2)	(3)	(4)	(5)	(6)	(7)	[N/A]

II. SUGGESTED CHANGES

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

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

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

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

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

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

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

This is my ranking of the top ten suggested changes:

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

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

III. JOB AND PERSONAL INFORMATION

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

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

JOB INFORMATION

1. What is your pay grade?

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

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

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

3. In which community are you normally assigned?

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

4. How long have you been a recruiter?

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

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

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

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

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

7. Where is your station located?

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

8. Do you consider your station a ...

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

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

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

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

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

11. Did your station make goal last month?

- [1] Yes
- [2] No

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

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

13. Did you make goal last month?

- [1] Yes
- [2] No

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

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

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

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

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

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

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

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

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

_____ hours

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

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

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

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

21. How often do you drive applicants to MEPS?

- (1) Never
- (2) Occasionally
- (3) Weekly
- (4) More than once a week

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

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

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

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

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

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

PERSONAL INFORMATION

25. What is your gender?

- [1] Male
- [2] Female

26. What is your marital status?

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

27. How many dependents do you have?

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

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

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

29. Do you carry CHAMPUS supplemental insurance?

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

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

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

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

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

31. What are your Navy career plans?

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

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

Area 1

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

Area 4

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

Area 7

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

Area 3

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

Area 5

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

Area 8

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

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

Thank you for your participation!

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