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JOB SATISFACTION WITHIN THE MILITARY
ENTRANCE PROCESSING STATION AND ITS
RELATIONSHIP TO QUALITY OF PERFORMANCE

by

Sharon R. Boggs

June 1990

Thesis Advisor:

Roger D. Evered

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Job Satisfaction Within the Military Entrance
Processing Station and its Relationship to
Quality of Performance

by

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Lieutenant, United States Navy
B.S., Ohio State University, 1984

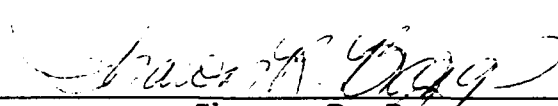
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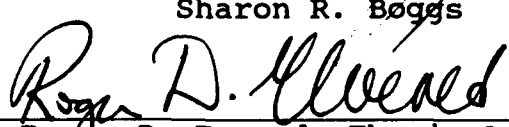
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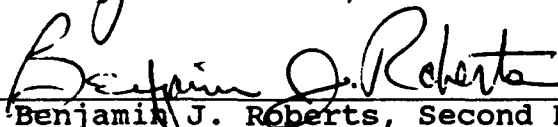


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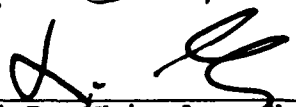
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ABSTRACT

Job satisfaction has been linked to many variables, such as turnover, absenteeism, and productivity. Job satisfaction has rarely, however, been related to the quality of work that is produced on the job. At the various Military Entrance Processing Stations (MEPS) throughout the country, it is the quality of work rather than the quantity of work that is the critical issue. This study first examines the organizational structure and the duties and responsibilities of a MEPS, and then examines the correlation between job satisfaction and quality of performance. Correlations were found only in the Category III (small) MEPS and in Central Sector. Additionally, when the subjectivity of the Sector Commander's Assessment was eliminated from the MEPS Awards Program criteria, a significant correlation was indicated between job satisfaction and quality in the pooled MEPS data.



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I. INTRODUCTION

A. GENERAL

Job satisfaction has long been of interest to researchers and workers alike. People spend a significant portion of their time at their job. The want and the need to have a satisfying job is an important factor in people's lives. [Ref. 1:p. 1]

It has been shown that having a satisfying job can increase work productivity and efficiency; however, there is no significant evidence that improved job satisfaction will produce better quality work.

At the United States Military Entrance Processing Command (USMEPCOM or MEPCOM), the quantity of the work is not the critical issue. The workload varies day to day depending on the number of applicants in station to process for enlistment. The workers will remain on the job until all of the applicants are processed or found not qualified for enlistment; therefore, the amount of work to be completed on any particular day is inconsequential.

What is of importance at MEPCOM is the quality of the work that is completed in the Testing, Medical, and Operations sections. For example, allowing the applicant to spend too much time on one of the subtests in the Armed Services Vocational Aptitude Battery (ASVAB) would invalidate the

entire test; carelessly qualifying an individual that has a history of epilepsy could endanger that person later in his career; inaccurately typing an applicant's social security number on the enlistment contract could invalidate the enlistment or subsequently cause the enlistee to lose pay and benefits later in his career.

Understanding the concept of job satisfaction and its relationship to the quality of work is of utmost importance to USMEPCOM. Hence, this thesis attempts to determine if there is a correlation between job satisfaction and quality of performance, and then examines the implications of the results of the correlation analyses.

B. RESEARCH METHODOLOGY

A case study was completed to provide insight into the history, organization, and daily procedures of the Military Entrance Processing Stations (MEPS).

To determine the level of job satisfaction at the MEPS, the Job Diagnostic Survey by Hackman and Oldham was distributed to approximately 10% of the 68 MEPS throughout the United States. A stratified sample was taken to determine the survey participants. One small, one medium, and one large MEPS from each of the three USMEPCOM sectors, Eastern, Central, and Western was chosen. Each individual worker of the participating MEPS was asked to complete the survey.

The USMEPCOM Awards Program criterion was used to determine the overall quality of work performance at the MEPS. The awards program for FY 89 was based on a 900 point scale, subdivided into eight categories: Packet Accuracy, Fingerprint Accuracy, Test Loss/Compromise, Student Testing, Weight Control, Physical Fitness, EPTS (Existed Prior to Service) 'C' Case rate, and Sector Commander's Assessment. Based on the results of the survey and awards program, 14 correlation analyses were completed to determine if there was a relationship between job satisfaction and quality of performance for the entire command, regardless of size or geographical location; size of command regardless of geographical location; and location of the command regardless of size.

C. THESIS ORGANIZATION

This thesis is organized into five chapters, the first two of which identify the general scope of the thesis and describe the organization and structure a typical MEPS.

The third and fourth chapters explain the methodology, results and implications of the 14 correlation analyses conducted between job satisfaction and quality of performance.

The fifth chapter draws conclusions concerning the correlation analyses. Examples of selected forms are provided at the end the text.

II. MILITARY ENTRANCE PROCESSING STATION (MEPS)-- THIS IS YOUR LIFE

A. INTRODUCTION

The United States Military Entrance Processing Command (USMEPCOM) is a somewhat unique command in that it is a joint command that is geographically dispersed throughout the United States. Maintaining control, discipline and high quality work standards over such a large area can be quite demanding. The purpose of this case is to examine the structure and work design of the individual Military Entrance Processing Stations that make up USMEPCOM to determine if there are any problem areas in the command structure.

B. GENERAL INFORMATION

The United States Military Entrance Processing Command (USMEPCOM) is a joint service command whose mission is to process individuals for enlistment into the armed forces.

USMEPCOM is divided into three geographical sectors, Eastern, Central, and Western with headquarters located at Fort Meade, MD, Naval Training Center, Great Lakes, IL, and the Presidio of San Francisco, CA respectively. USMEPCOM's headquarters is located at Naval Training Center, Great Lakes, IL as well.

Each sector is composed of approximately 25 Military Entrance Processing Stations (MEPS) each, located throughout

the United States, Guam, and Puerto Rico. For the purposes of this study, Guam and Puerto Rico were not examined.

In order to better understand the organization and mission of USMEPCOM, a brief history of the command will be presented followed by a description of the organization and duties and responsibilities of the individual MEPS. Since the Headquarters section is not evaluated directly in the Awards Program, only a brief description of its functions will be explored. Additionally, the new initiatives proposed by the MEPS of the Future Task Force will be examined.

All MEPS operate somewhat differently; therefore, the description of the MEPS written for this study is not necessarily indicative of any particular MEPS, rather a combination of processing procedures from all MEPS. Additionally, this case does not represent every detail of the duties assigned to MEPS personnel. Instead, this study attempts to summarize the general characteristics of the jobs.

For ease of readability, the researcher has chosen to use masculine pronouns in writing this report. This is in no way reflective of the percentage of women represented in the MEPS nor is it meant to discriminate against the women who work equally as hard as their male counterparts in the MEPS.

C. BACKGROUND/HISTORY OF USMEPCOM

Prior to July 1976, the Armed Forces Examining and Entrance Stations (AFEES) were responsible for processing

applicants into the military service. At that time, AFEES was under the direction of the U.S. Army Recruiting Command (USAREC). Improvements were needed, however, in processing applicants so service representatives met together at Fort Sheridan in 1975 to find a better way to manage operations. They decided that the concept of a joint command was the best way to improve the command and standardize military processing and testing. On 1 July 1976, the Military Entrance Processing Command (MEPCOM) was organized under the jurisdiction of the Deputy Chief of Staff of Personnel at Headquarters, Department of the Army and the Commanding General of USAREC to manage the 66 AFEES.

In October 1976, AFEES began Entrance National Agency Check (ENTNAC) procedures based on the needs of the services and the information required by the Defense Investigative Service (DIS). Also, at this time, the AFEES began Reserve component processing on a regular basis rather than on a space available basis as it had in the past. To increase processing efficiency even more, the enlistment forms were standardized as much as possible and a directive was established to set up a computerized Management Information System (MIS) to standardize the accounting and financial management system and to evaluate the automated AFEES system.

1 October 1977 marked a drastic change to AFEES boundaries that improved the flow of applicants to the station. Previously, applicants did not always process at the AFEES

closest to their homes. With the boundary changes, the commute to the AFEES was in some instances, shortened. The boundary changes also made it easier for the AFEES to catch applicants that were disqualified at one AFEES from going to another station to qualify.

As time progressed, MEPCOM became more efficient at managing applicant processing and their role became less involved with USAREC's mission even though USAREC was still in a position to directly influence AFEES policy. Since MEPCOM processed applicants for all of the military services, Major General William Mundie, USAREC Commander, recommended to the Department of the Army Deputy Chief of Staff for Personnel, in August 1979, that MEPCOM become its own command, distinct from USAREC. The recommendation was approved and on 1 October 1979 MEPCOM became its own command and was now titled the U.S. Military Entrance Processing Command (USMEPCOM) presiding over 66 Military Entrance Processing Stations (MEPS).

The Army remains the executive agency for USMEPCOM administration and resource purposes. For operational and policy supervision purposes, the Commander, USMEPCOM, reports directly to the Deputy Assistant Secretary of Defense (Military Manpower and Personnel). MEPCOM is staffed with personnel from all services with numbers approximating the same percentages as each service's yearly enlistment totals.

[Refs. 2,3]

Each MEPS is composed of four sections or departments: Headquarters, Testing, Medical, and Operations. Although the staffing requirements may vary among the MEPS, the function of each section remains the same regardless of the MEPS. With the exception of compassionate assignments, the minimum military grade authorized to work at a MEPS is an E-5. MEPCOM feels that this is the minimum level capable of handling the immense responsibility that a MEPS requires. Subsequent paragraphs will outline the key personnel, their functions within the station and their relationship with applicant processing.

D. DESCRIPTION OF THE MEPS HEADQUARTERS SECTION

As with any command, Headquarters is responsible for directing the entire scope of the organization by maintaining discipline and providing administrative support. Each person within Headquarters has a unique job. A description of that job follows.

1. Commander

The MEPS Commander is usually an O-4 or O-5 depending on the size of the station. The larger (Category I) MEPS are authorized an O-5 billet. The Commander's branch of service is determined by service slice. Since the Army constitutes the bulk of the applicant processing, Army personnel and commanders comprise the majority of the MEPS' positions.

Currently, approximately 60% of the commanders' positions are Army billets.

Maintaining discipline at a MEPS includes more than the Commander observing military courtesies and customs. Unfortunately, it also includes initiating punitive and non-punitive actions.

The MEPS Commander, though, is in a unique position in that he cannot impose nonjudicial or judicial punishment on a service member from a different branch of service than his own. Currently, the only UCMJ action a Commander may take with a subordinate from another service is an Article 15 that is not related to drug abuse. The MEPS Commander's recommendation for necessary action is weighted heavily, though, by the appropriate service.

USMEPCOM is trying to change this restriction to allow MEPS Commanders to administer nonjudicial punishment over all station personnel regardless of branch of service. This action would ensure that individuals would not only be disciplined swiftly but also more equitably. In the past, when individuals were punished by different services for the same infraction, there was a disparity in punishment.

The Commander also has the responsibility for maintaining a training program. Training in this respect includes not only essential military subjects but an aggressive cross-training program for personal and professional development as well.

Establishing a cross-training program is beneficial to the command and the individuals concerned by providing the Commander greater flexibility in utilizing personnel resources and providing additional job variety for the subordinates. Due to position vacancies within the sections, though, some station Commanders find releasing individuals to train in other sections difficult if not impossible.

Physical fitness is an additional aspect of the training program that must be closely monitored by the Commander. He must ensure that all military personnel remain within their services' weight or body fat requirements. Personal appearance is also taken into account when determining whether or not personnel meet the requirements set forth by the respective services. If, in the Commander's judgment, an individual does not present an acceptable military appearance, he may require that person to reduce their weight/body fat until he does present himself in a proper military manner. Due to the nature of the workload at most MEPS, though, an organized physical training program is not convenient thereby making it difficult for the Commander to enforce a regularly scheduled program.

Maintaining a positive relationship with the recruiting service is a crucial requirement for a MEPS to operate efficiently. One way of maintaining this relationship is by having the Commander serving on the Interservice Recruiting Committee (IRC). The IRC is a joint council whose members

include the commanders of each service's recruiting command and the MEPS commander. The MEPS Commander is a non-voting member of the council, though.

The Commander's function as an IRC member include, but is not limited to, coordinating institutional testing program goals and considering requests for MEPS service and support. The recruiting commands need to know the status of the area high schools for potential recruiting pools. Information such as the date the school last tested or the school's reasons for not testing at all is furnished to keep the recruiting commands abreast of the school situation. Student Testing will be further elaborated on later in the study.

The recruiting services occasionally have special requests for exceptions to MEPS' policies. The Commander must weigh the financial resources and personnel assets to determine whether such requests should be approved or disapproved. For example, as a rule, MEPS does not permit "walk-in" shippers (an enlistee that the service wants to ship to basic training on a given day but was not originally scheduled to depart on that day) because of the preparation time necessary for each individual. Air/bus reservations and travel orders must be made in advance. If the necessary preparations are not completed in advance and changes to the reservation schedule cannot be made, the enlistee may end up spending the night in the MEPS contract hotel facility or have to return home. Such actions are time consuming and costly.

Under unusual circumstances, however, (i.e., the enlistee will lose his job assignment if he does not ship on that particular day) the MEPS Commander may make an exception to policy and allow the individual to ship, providing a plane/bus reservation can be made before departure.

The MEPS Commander is the foremost representative for the Red Carpet Treatment program for the applicant and sets the tone for the rest of the command. If, at any time during the course of the day, any applicant feels that he is not being treated fairly or with courtesy and respect, he may request to speak with the Commander to correct any difficulty he is having. Approximately 10% of the applicants are supposed to complete a "How Do We Rate" questionnaire provided by the MEPS to report on the treatment they were given while at the MEPS. The Red Carpet Treatment is taken seriously by the command and it is the MEPS Commander's responsibility that all MEPS personnel do their part in promoting the program.

[Ref. 4]

2. Adjutant

The Adjutant is primarily the administrative manager for the MEPS, supervisor for the Headquarters section and manager of the station military personnel system. As such, the Adjutant is responsible for conducting training in organization administration by ensuring desktop Standard Operating Procedures (SOP) are maintained and conducting and on-the-job training for new personnel. The Adjutant must also

ensure that records, file administration, and the publication program are monitored and are in compliance with USMEPCOM regulations.

As military personnel systems manager, the Adjutant must provide maintenance input into personnel records, coordinate for personnel requisitions/replacements and provide for personnel reassignments.

Performance standards remain high for this billet. Failure to report a document or maintain records not only violates regulations but also can be detrimental to the service member concerned. MEPCOM places emphasis on these categories during the biennial inspections but there is no category recognizing excellence in this area in the MEPS Awards Program.

Currently, Category III MEPS do not rate an Adjutant. At these MEPS, the Station NCO assumes the position's responsibilities, placing added responsibilities on the position. The Adjutant billet may be filled by any branch of the service depending on the Table of Distribution Allowance (TDA). For most MEPS, this is not an issue; however, MEPCOM feels that maintaining records and transmitting correspondence in accordance with Army regulations is best tailored for Army personnel. Therefore, MEPCOM is attempting to change the billet to a permanent Army position. For those stations that do not rate an Adjutant, MEPCOM is attempting to make the Station NCO any Army billet. [Ref. 4]

3. Station NCO

The Station Non-Commissioned Officer (NCO) serves as the Senior Enlisted Advisor (SEA) for the MEPS. As the SEA, he is responsible for advising the commander and section heads of potential areas of concern such as morale and faltering Red Carpet Treatment of the applicants. The Station NCO must also conduct performance counseling and evaluation. Performance counseling requires more than verbal communication. It also involves documentation of the performance using service-unique guidelines. Thus the Station NCO must also be familiar with all of the services requirements, forms, and time schedules for submission. [Ref. 4]

4. Budget and Accounting Assistant (BAA)

Budgets play a major role in the Headquarters section. To assist the Commander in this area, each MEPS is assigned a Budget and Accounting Assistant (BAA) and in the case of the larger MEPS, an accounting technician is also authorized. The BAA reports directly to the Commander on such matter as workload statistics, estimated operating cost, and Meals and Lodging contract services. [Ref. 5]

5. Other Personnel

A Unit Clerk is assigned to Headquarters to assist the Station NCO in administrative matters. In MEPS that are not authorized an Assistant BAA, the Unit Clerk will assume that duty. Additionally, Headquarters will have, at a minimum, one secretary for general clerical duties. [Ref. 4]

E. DESCRIPTION OF THE MEPS TESTING SECTION

While the Headquarters section plays no direct role in processing applicants for enlistment into the armed forces, the remaining sections to be discussed do play a role. Other than the initial contact with the recruiter, the MEPS personnel are the applicant's first exposure to the military service, beginning with the Testing section.

1. Student Testing

Testing is actually divided into two areas: Student Testing and Production Testing. Student Testing coordinates with the area high schools to administer the Armed Forces Vocational Aptitude Battery (ASVAB) at the school. The Test Specialist will work with the schools, selling the ASVAB as a counseling tool rather than a recruiting tool. As a counseling tool, high school administrators can use the ASVAB to assist the student in career choices. The scores attained from this student version of the ASVAB are valid and may be used for enlistment purposes, if desired, for up to two years; however, as previously stated, the scores are used primarily as an instrument to direct students into careers with which they are most compatible. Marketing the ASVAB in this manner also reduces the resistance of some high schools of allowing the military in their school. There are some high schools that do not wish to have the military recruiting the students in their school. Because of this, Student Testing offers eight options to the schools of information release. Option

1 allows recruiters access to names of students and their test scores seven days after the products are sent to the school. Option 8 does not allow any information to be released to the recruiters at any time without a specific request from the student. The other options, 2 through 7, allow the information to be released at varying times.

Once the Test Specialist has arranged for the ASVAB to be administered, the Test Coordinator will call the school and set a mutually agreeable date for the test to be given, based on the number of test administrators available and the school's schedule of events. This is a big responsibility since the test coordinator may be scheduling hundreds of schools in one academic school year. Additionally, however, the Test Coordinator is responsible for scoring the ASVAB and sending out the results to the high schools within two weeks. This can be a burdensome job because the Testing section must compete with the other sections within MEPS for computer and printer time to run the answer sheets through the Optical Mark Reader (OMR) and get the results printed. Given the number of schools that may be tested in any one week, it takes a significant amount of computer and printer time to run the answer sheets. The job cannot always be accomplished during normal working hours. To compensate for this fact, some MEPS offer the testing civilians the option of flex time whereby they can begin work later in the day and depart past normal working hours in order to use the computer.

The Test Coordinator, a GS-5, reports directly to the Test Specialist, a GS-9 or GS-11, who in turn works for the Chief, Test Management Section (CTMS), usually an O-2 or O-3. Although the CTMS is responsible for both Student and Production Testing, the Test Specialist must work closely with the Commander, also. Extensive Commander involvement is necessary to have a successful Student Testing Program. Generally, high schools are more responsive and willing to participate in the ASVAB when the Commanders are actively involved. [Ref. 6]

2. Production Testing

While Student Testing is used as a counseling tool for high school administrators, Production Testing is used solely as the initial qualifier in the enlistment process. In order to start the testing process, the recruiter must ensure that the applicant has accurately completed USMEPCOM Form 714A, Request for Examination (Figure 1). This form specifies the individual's name, address, Social Security number, the branch of service processing for (SPF), education level, religion, etc. Once at the test site, a Test Administrator must perform a signature match, verify that 714A is complete, and match the identity of the applicant with a photo identification. If a photo ID is not available, the TA must take the applicant's right thumb print on the 714A. These strict measures must be enforced to ensure that the ASVAB and the service's selection procedures are not compromised. If an applicant has

previously taken the ASVAB within the past six months, the TA must ensure that the individual is given a different version of the test. If by chance the applicant is given the same test version, the test becomes invalid and further processing is stopped. Attention to detail in this phase of processing will eliminate further complications later.

If an applicant takes the ASVAB again, within a six month period to try and increase his scores and the score increases by 20 or more points, the applicant must take a Confirmation Test to authenticate his score. If the Confirmation Test score is closer to the original test score, the applicant is given an interview by the CTMS or the Testing NCOIC to determine which score is legitimate or if another individual took the second retest.

The ASVAB is administered at the MEPS during regular working hours and at night. There is no set schedule on the frequency of administering the ASVAB in-house. That schedule is dependent upon the MEPS. Some administer the test three times per week during the day and as many as five nights per week. Others may only give the ASVAB a few times per month. To compensate for the times the test is not given in-house, the ASVAB is given at Mobile Examining Team (MET) sites associated with that MEPS thus allowing an applicant ample opportunity to take the ASVAB at his convenience.

The ASVAB is scored on the same day the test was given or the same day the test was received from the MET site. This

allows the applicant opportunity to continue processing for enlistment the next day if he so desires. The answer sheets are run through the OMR so the results are available almost immediately. Problems arise when testing must wait for a lull in Operations so they can get computer time. Once testing is on the computer, they are subject to equipment failure. The equipment at the MEPS is old, obsolete, and not able to handle the workload given. This results in a considerable loss of time in the daily schedule of a TA.

To ensure that the OMR is, in fact, accurately reading the ASVAB answer sheets, the CTMS is required by regulation to handscore approximately 1%-2% of all answer sheets for that day. The handscored test must be verified by a second individual. If any discrepancies exist between the OMR and the handscored test, the OMR must be checked for needed repair.

The MEPS TA's normally do not administer the ASVAB at the MET sites. The Office of Personnel Management (OPM) has individuals that assume that responsibility. There are some MET sites that are eight to ten hours away from the MEPS. Utilizing MEPS personnel to administer the ASVAB at these location is not practical or cost efficient due to the distance and time involved in traveling to those sites. Employing civilian workers eliminates that problem.

Working with OPM testers requires close coordination between OPM and the CTMS. The CTMS is required by regulation

to annually inspect all MET sites under the MEPS realm. The CTMS must ensure that all OPM testers are adhering not only to the actual rules of ASVAB administration but also to the security regulations. When not in use, all ASVAB test material must be secured in a combination (or similar) safe. All test booklets, answer sheets and scratch paper must be accounted for before any of the testers leave the test room. Once all materials are in hand, the test booklets must be page checked and secured in the approved safe, and the completed answer sheets properly sealed and marked for distribution to the MEPS. If there are any problems or discrepancies discovered, the CTMS must notify OPM rather than the civilian test administrator. Maintaining a positive rapport with OPM can resolve any problems before they get out of hand.

Procedures for administering the ASVAB are the same regardless of whether it is given in-house or at the MET site. The amount of time for each subtest within the ASVAB and the amount of time allowed between subtests is strictly enforced. The TA is responsible for completing OPM Form 697A showing the exact times involved for the test. Failure to accurately administer the test and/or report the information is subject to invalidating the entire test thereby requiring the applicant to return at another time to re-test.

Production Testing is also responsible for administering any special tests required of the applicant. Special tests are necessary in certain cases when the applicant needs

qualification for a specific job above and beyond that of the ASVAB. Examples of special tests include: Defense Language Aptitude Battery (DLAB), Motor Vehicle Driver Battery (MVDB), and the Electronic Data Processing Test (EDPT).

Unlike the ASVAB, special tests must be handscored by the TA and verified by a second individual, preferably the NCOIC. The results are provided to the service liaison immediately upon verification of the score. The scores are then entered manually into the System 80.

One of the most important considerations in testing is the accountability of all testing material. All test material is kept in locked safes in a test security room. The CTMS and NCOIC are the only two persons that may have copies of the keys to access that room. Ultimately the CTMS signs for the material and is responsible for it; however, each member of the testing section has the responsibility for the test material each time the test is given. Each test booklet must be counted before and after each test, each page must be counted, all pages are checked for any stray marks left by the applicant and the number of booklets must be recorded in a log book and verified by another TA. Failure to follow the procedures could result in a test loss/compromise finding and formal investigation by MEPCOM to ascertain whether there is legitimate cause for concern. To reinforce the security of the tests, the CTMS is required to semi-annually inspect each page of each test booklet in the test security room.

Inspection is also required if the CTMS position changes for any reason, i.e., PCS orders or job rotation within the MEPS. [Ref. 7]

F. DESCRIPTION OF THE MEPS MEDICAL SECTION

Once an applicant is aptitudinally qualified, the next step in the process is medical qualification. This phase should actually begin prior to the applicant's arrival at the MEPS for medical examination. It is the recruiter's responsibility to ensure that the applicant accurately completes a Medical Prescreening Form (DD Form 2246, Figures 2 and 3) that makes a preliminary determination of an applicant's medical qualification. The Medical Prescreening Form examines such areas as height, weight, drug use, history of heart disease, diabetes, etc. Preliminary diagnosis of a disqualifying medical condition eliminates the need for the applicant to take time off from school or work to complete an unnecessary full physical examination. This would also benefit the MEPS medical section by allowing them to spend the time and resources examining only those individuals that are most likely to be qualified. In reality, though, most MEPS do not properly utilize the form. Medical will ensure that the form is placed in the applicant's file but seldom does Medical actually prescreen the applicants prior to the physical examination.

Most MEPS are utilizing the Modular Processing concept whereby the applicants are scheduled for their exams in groups (modules) at different times in the morning. The size of the modules depend on the average daily floor count of the MEPS. The larger the MEPS the more modules and number of people per module there will be. There are a few MEPS, primarily the smallest ones, that do not use modular processing. Their average daily floor count is small enough to allow them to check-in all of the applicants at one time in the morning. Except for a few peak days during the year, this "batch" processing is the most efficient form of check-in for the smaller MEPS.

Check-in for the first medical examination begins anywhere from 0530 to 0630. A 714A, the Medical Prescreening Form, any additional unique medical form, and the Parental Consent Form, if applicable, must be on hand to begin the medical process.

A full physical is valid for two years; therefore, if an applicant has had a full physical less than two years ago, but less than 30 days prior, the applicant need only undergo an inspection that rechecks height, weight, and has the CMO quickly examine him for any obvious problems. If the applicant has had a full physical within three days, no medical exam or inspection is required. This is called a no-inspect.

Every group must undergo a medical briefing prior to the actual full physical examination. During the briefing, a

Medical Technician will assist the applicants in filling out the SF 93, Report of Medical History, and the SF 88, Report of Medical Examination (Figures 4, 5, 6, and 7). Care must be taken to ensure that these forms are completed accurately as these forms will remain with the individual throughout his career. Additionally, if the applicant does not accurately complete the forms and he attempts to conceal any medical condition, he may be found guilty of Article 83 of the UCMJ, Fraudulent Enlistment and punished up to a \$10,000 fine and five years in prison.

A recent medical requirement is the Drug and Alcohol Test (DAT). The alcohol portion of the test is given during the medical briefing. The MEPS use a breathalyzer to determine the Blood Alcohol Content (BAC) of the applicant. Anyone with a BAC of .05 or greater is immediately temporarily disqualified and may not return to process for six months.

At least one of the Medical Technicians must be certified to give the breathalyzer to the applicants. Certification involves completion of a three day school that explains how the breathalyzer works, the procedures for administering the test, and how to analyze the results.

From the medical briefing, the applicant is ready to begin the physical. The complete examination takes approximately one hour. During that time, the Medical Technicians are responsible for conducting the height and weight checks, eye exams, to include the color blindness test, audio exams, and

blood pressure checks. The results of these tests are transferred to the SF 88 and SF 93. The second phase of the DAT is accomplished at this time. All full physical applicants must take a urinalysis that screens for marijuana and cocaine. As with any urinalysis program, MEPS Medical personnel are required to adhere to strict regulations to ensure that the urine samples are properly sealed, labeled, and packaged to prevent a possible mix-up in the bottles. The urine samples are picked up daily and sent by overnight delivery to Compuchem Laboratory for testing. Results are usually available within two to three days. Each applicant's name, social security number, and sample number are recorded in a log book as a cross-reference for validity of results. An error at any step in the urinalysis, thereby falsely accusing an applicant of drug use/abuse, could be an embarrassment to the individual and could cause grave repercussions for the command later.

One of the most sensitive aspects of the physical exam and one that receives the highest concern is the HIV testing program. MEPCOM was tasked with testing for HIV in 1986. Each year, hundreds of applicants are diagnosed with being an HIV carrier.

Blood is drawn from the applicant and placed in a tube with a label containing the name, social security number and blood sample number. The vial is carefully sealed and placed in a box for shipment to NABI Laboratory later that day. The

personal information is then recorded a log book for cross-reference. If the results are negative, Medical will receive the results within two to three days. If the results of the first test are positive (the Eliza test), another test is conducted. If the second test results are positive (the Western Blot test), Medical must ensure that the SF 93 and 88 and the 714ADP are stamped "WESTERN BLOT POSITIVE." The medical status code must also be changed in the computer to prevent further processing. It may take seven to ten days to be notified of positive results.

Once the results are received, cross-checks are completed to ensure that all applicant's HIV test results have been accounted for. Additionally, the Commander maintains a log book in his office to mark the status of the HIV test.

If positive results are received, Medical's responsibilities continue. The Chief Medical Officer (CMO) and the Commander must confidentially notify the applicant by registered mail that a medical problem exists. The letter does not specify what the exact nature of the problem is, rather it requests that the individual come in to personally talk with the CMO and the Commander. If the applicant is under 18 years of age, the letter is sent to the applicant's parents or legal guardian.

During the conversation with the CMO and the Commander, the applicant is given the opportunity to have another blood test and advised to seek medical attention from his personal

physician. Errors in HIV testing are rare but they do occur, thus a second opinion is strongly encouraged.

The Medical Technicians must do their part in eliminating the administrative errors with the HIV test. Failure to properly code the computer and stamp the necessary paperwork could lead to an infected person enlisting into the service and possibly endangering the lives of many people and costing the taxpayers thousands of dollars for medical treatment.

After the Medical Technicians complete all of their tests, the CMO then begins a private physical examination with each applicant. The average female physical takes approximately three times longer than the average male physical; therefore, for efficiency, males are examined before the females. The CMO will thoroughly review the medical histories and examine the heart, lungs, etc. If the CMO feels that a specialized opinion is needed in any area, e.g., an eye refraction, he may set up a medical consultation to get an expert diagnosis concerning the individual's qualification. When the physical examination is completed, the applicant will leave Medical in one of four categories:

1. Fully qualified--further processing is permitted.
2. Temporarily disqualified--currently does not meet the minimum service medical standards but upon further treatment, may return at a later date to re-qualify.
3. Permanently disqualified--does not meet minimum service medical standards; however, in some instances a waiver

may be recommended depending on the severity of the problem.

4. Incomplete--further evaluation is required. [Ref. 8]

G. DESCRIPTION OF THE MEPS OPERATIONS SECTION

Operations is responsible for administratively processing applicants for enlistment. The five major areas of Operations consist of: (1) the Control Desk, (2) ENTNAC (or NAC)/Preenlistment Interview, (3) Enlistment Documents, (4) MEPRS, and (5) Transportation.

1. Control Desk

The Control Desk is responsible for the maintenance, control, and accountability of the examination files and for applicant control. Enlistment Documents is responsible for coding the DD Form 1966/1, entering the data into the computer and printing the contract, typing the Emergency Data Card, and enlistment packet breakdown. The ENTNAC/Preenlistment Interview (PEI) is responsible for conducting security interviews and taking the applicant's fingerprints for submission to the FBI. MEPRS is responsible for all information that is entered into and printed from the System 80 computer.

For Operations personnel, preparation for applicant processing begins the afternoon prior to the applicant's arrival at the MEPS. By early afternoon, all of the services must turn in their Applicant Processing Lists (APL, Figure 8) for those applicants scheduled for processing the next day.

The Control Desk and Files Room workers are responsible for pulling the files for the names listed on the APL. If there is no packet, the mini data base must be checked for prior processing information. If the applicant has had prior processing, the Control Desk workers must decide if the packet has been lost and, if so, notify the Operations Officer. The data base then has to be examined and a new 714ADP page produced. This is sufficient if the applicant has only prior testing history; however, if the applicant has also taken a full physical, and the packet still cannot be located, the applicant will have to undergo another full physical examination. Accountability and control of the examination files is critical.

Once all examination files are in order, Control Desk, Medical, and Testing personnel must quality control (QC) each packet for accuracy and completeness. At least one sector has mandated a Quality Review Program (QRP) whereby each section must go through a checklist to ensure that the applicant is qualified to process. The reviewing person(s) must then sign the form attesting to the packet's accuracy.

Testing will verify that the packet contains a signed 714A and review the 714ADP for valid test scores; Medical will review for any prior medical history. If the applicant has previously taken a full physical, the SF 88 and SF 93 should be present. Operations performs a final QC. If it is determined that the applicant is not qualified for further

processing, the examination file must be flagged as such and the applicable service liaison notified. After all packets are reviewed, a copy of the APL is given to the meals and lodging facility , and the Control Desk is prepared for check-in the next morning.

Reviewing the ADP page can be overwhelming. Whenever an applicant completes any phase of processing, an ADP page is produced. By the time an applicant is ready to ship to basic training, the ADP page is saturated with various codes. Knowing and understanding the meaning of the relevant information requires a lot of responsibility. Examples of 714ADP pages with (1) testing, (2) testing and medical, and (3) testing, medical, and operations information are illustrated in Figures 9, 10, and 11 respectively. Improperly reviewing the ADP page could lead to unqualified personnel enlisting into the military service, which is in direct conflict of USMEPCOM's mission.

Check-in procedures are straightforward. The Control Desk personnel give the applicant his examination file and direct him to the proper processing area, i.e., Medical, Testing, Operations, or the service liaison. Any walk-in applicants are processed as per station policy--conduct files check, prepare "add-on" list for meals, etc. [Ref. 9]

When an applicant is medically qualified, he then proceeds back to the service liaison for job/program selection. The liaisons are given a six-hour window to

process their applicants. Time is calculated from the time the service's first full physical leaves the Medical floor until he begins processing in Operations. There are many exceptions to the six-hour window for any number of reasons; however, it does serve as a useful tentative schedule for both the service liaisons and Operations.

2. ENTNAC (or NAC)/Preenlistment Interview

The first step in the administrative process for a DEP/Reserve/Army National Guard is the ENTNAC/Preenlistment Interview. The ENTNAC entails transmitting the applicant's personal information via computer (automated) or mail (manual) to the Defense Investigative Service (DIS) for a background security check and taking the applicant's fingerprints for submission to the FBI. A DD Form 398-2 (Personnel Security Questionnaire) must be completed on the applicant for submission to the DIS. One of the most frequent errors on this form is failure to complete the "Return Results To" block. Failure to fill in this block is an error and calculated in the monthly Packet Accuracy Rate.

Those applicants who have previous military service or have been DEP discharged and ENTNAC results have already been processed by DIS, do not require an ENTNAC. Instead, a National Agency Check (NAC) is conducted if they have been separated from military service or released from the DEP for more than 12 months.

Automated ENTNAC's are the quickest and most efficient but the applicant must meet certain criteria to be categorized as an automated ENTNAC, e.g., he must have prior service and must be a U.S. citizen. If he does not meet the criteria, a manual ENTNAC must be submitted.

The Military Personnel Clerk (MPC) conducts the ENTNAC. For an ENTNAC request, fingerprints are taken on DD Form 2280, Armed Forces Fingerprint Card. For a NAC request, they are taken on the Fingerprint Division (FD) Form 258, Fingerprint Card. The two forms are virtually identical but one cannot be switched or replaced by the other. The fingerprint cards are sent off to the FBI. Results will come back as either "no match" or "possible match." If a "possible match" result is received, the applicable service is notified immediately.

In most cases, the FBI will visit the MEPS at least annually to conduct fingerprint training. As new personnel arrive at the MEPS, they are trained by other MPCs and must wait until the FBI is available to receive formal training. It is interesting to note that MEPCOM MPC's have an average of 98% (or better) Fingerprint Accuracy rate while the national average for the police force is approximately 65%.

Along with the ENTNAC, a Preenlistment Interview (PEI) is conducted. The PEI is considered to be one of the most important aspects of applicant processing. The interview is used to help the services prevent fraudulent enlistment by

determining whether the applicant has disclosed all information relevant to his enlistment.

The interviewer reviews each applicant's DD Form 1966/1 (Record of Military Processing, Figure 12); SF 88 and SF 93; and if applicable, the DD Form 4 series (Enlistment/Reenlistment Document); Emergency Data Card; Personnel Security Questionnaire, and the Fingerprint Card. If any document is incomplete or incorrect, the applicant, with his packet, must return to the appropriate service liaison or MEPS section for correction.

The interviewer is also responsible for reviewing the applicant's signatures on all forms produced during processing. The signatures are compared against each other for consistency. If the interviewer feels that there is a discrepancy in the signatures, he will notify the Operations Officer for his consideration. If the Operations Officer feels that there is a genuine inconsistency, he will return all of the applicable documents to the service liaison for review and determination whether the applicant should continue further processing or whether there should be an investigation.

Any additional information, including medical history, that is given during the PEI will be disclosed only to the recruiting service or the MEPS physician and not to the police, school or parents; however, the MPC must make the applicant aware that if he should conceal any disqualifying

information and it is later discovered after the oath of enlistment, he is subject to court-martial for fraudulent enlistment. [Ref. 10]

When additional potentially disqualifying disclosures are provided, the MPC must complete the USMEPCOM Form 701, Report of Additional Information (Figures 13 and 14). The 701 is a form consisting of an original (white) and two copies (green and yellow).

When additional information is disclosed, other than medical conditions, the interviewer places the original and green copy of the 701 in the applicant's packet and the applicant and his packet go to the service liaison for consideration. The yellow copy remains with the MPC in a suspense file. This file must be cleared by close of business.

If the liaison does not consider the additional information to be disqualifying, the packet and the applicant go back to the PEI to resume processing. At this point, the interviewer ensures that the applicant has been appropriately cleared by verifying that section 4 of the 701 has been completed and signed by the service liaison.

If the information is disqualifying, the service liaison will return the applicant's packet with the original and green copy of the 701, to the interviewer. Again, the MPC will ensure that section 4 has been accurately completed.

Additionally, the interviewer will flag the applicant's file and processing is discontinued.

The CMO must consider any additional information that is medically related. He must complete section 3 of the 701 and annotate the SF 93 with the additional information and sign and date it. The same procedures are then followed as before.

When the CMO is not available, the Commander or other MEPS commissioned officer, as designated, may consider the information and proceed through the same procedures as stated earlier; however, if the Commander (or designee) decides not to act upon the information, the interviewer will complete item 3A of the 701 and return the applicant to the service liaison. The MPC must flag the applicant's packet and discontinue processing. The green copy of the 701 remains attached to the original copy until it is reviewed and a decision has been made on the applicant's qualification by the CMO.

When action has been taken in response to any disclosure and the original and green copies have been received, the yellow suspense copy of the 701 may be destroyed. The original copy (with green copy if the case has not been resolved) will remain in the examination file. For those applicants that have enlisted, the original copy will be maintained by the sponsoring recruiting service. All 701 actions must then be entered into the System 80.

The interviewer may paraphrase the questions provided in the guidance and they may ask additional questions to clarify any ambiguity in the applicant's statements. Although the exact wording of the questions is not enforced, all questions listed must be covered during the interview. [Ref. 11]

3. Enlistment Documents

When an applicant has completed the ENTNAC and any additional information is resolved, the MPC will code the DD Form 1966/1, enter the information into MEPRS, and type and print the enlistment contract (DD Form 4/1 and 2, Enlistment/Reenlistment Document, Figures 14 and 15). This is not as long or as complex as the ENTNAC/PEI but attention to detail is just as important. All entries on the enlistment contract must be error free. These are standard contracts with only the name, social security number, branch and period of service, and dates entered into the DEP/Reserve/Army National Guard varying. Any errors in these areas on the enlistment contract are not only subject to inspection for the monthly calculation of the Packet Accuracy Rate but can also invalidate the contract. Therefore, after the contract is printed and before any signatures are obtained, the contract must be QCed by an individual other than the original typist, preferably the NCOIC or the Operations Officer. When contract accuracy has been verified, the applicant is sent back to the service liaison with his packet to obtain the liaison's

signature. When completed, the applicant is ready to be sworn into the DEP/Reserve/Army National Guard. [Ref. 12]

Any commissioned officer may administer the Oath of Enlistment. Prior to the oath, the swear-in officer gives a pre-enlistment briefing that not only explains the proper procedures for taking the oath, but also gives the applicants another opportunity to talk to his service about any additional disqualifying information. The penalties for fraudulent enlistment are explained once again. Once the applicant is sworn in, processing is completed and he may return home.

The aforementioned discussion described the procedures for a DEP/Reserve/Army National Guard. Operations personnel are also responsible for the individual when he is ready to depart for basic training.

When the enlistee is ready to ship, Operations will type the Emergency Data Card and Active Duty Contract (DD Form 4/3, Enlistment/Reenlistment Document, Figure 16), conduct the Preaccession Interview (PAI), break down the enlistment document packet for distribution to the appropriate command, perform a final QC of the enlistment packet, prepare enlistment orders, and arrange for transportation to the basic training site from the MEPS.

The Emergency Data Card is mandatory for all accessions. Typing the Emergency Data Card is not as straightforward as it appears. If the enlistee's

beneficiary(ies) have a street address, there are usually no problems. If, however, the beneficiary(ies) lives on a rural route, has a Post Office Box, lives on a Indian reservation, etc., specific directions must be given to the beneficiary's residence. Often times, the applicant does not know the names of the streets or highways leading to the residence. It can take up to 15 minutes for the MPC to pinpoint the directions. On occasion, the recruiter has had to be called to ascertain the directions.

The name, social security number, beneficiary, beneficiary's address and the applicant's signature are critical entries on the Emergency Data Card. These entries cannot contain any errors. As with the enlistment contract, errors on the Emergency Data Card are subject to inspection for the monthly calculation of the Packet Accuracy Rate. An even graver consequence would not being able to verify the identity of the enlistee's beneficiary in case of emergency. [Ref. 13]

The PAI is the final quality control check prior to an applicant's active duty enlistment. Every attempt is made to ensure that no disqualifying activities have taken place during the DEP. This interview can be individual, as in the case of the PEI, or it may be a group session. If the PAI is conducted during a group session, the interviewer will make it clear that any disclosures can be discussed in private. Any additional disclosures are handled in the same manner as the PEI.

Enlistment packet breakdown consists of the MPC separating all copies of all enlistment documents, to include medical records, and assembling them in proper sequence for distribution. Packet breakdown and distribution is a complicated process since each service requires a slightly different method of distributing the enlistment documents. Not only does each service have different procedures but the Regular Army is different from the Army Reserve. That, in turn, is different from the Army National Guard. For example, one service may require the green copy of the enlistment contract, whereas another service may require the yellow copy. There can be only a single staple in the upper left-hand corner to fasten each packet assembled for distribution to the service's records activity; those packets hand carried by the enlistees must have the medical record fastened in the upper left-hand corner while the entire packet must be fastened with a single staple in the top-center; therefore, special care must be taken to ensure that the distribution procedures are followed to the letter. Army Reserve and Army National Guard enlistment packets must be mailed within three working days following the HIV test results. Active duty accessions' enlistment packets must be mailed the day of departure. [Ref. 14]

Military Personnel Clerks must also prepare enlistment orders. The name and social security number of each individual going to each destination is placed on the orders.

Each branch of service has a different order format but automating the order process has greatly simplified the process. A copy of the active duty orders is attached on the outside of the enlistment packet envelope that is hand-carried to the reception station. [Ref. 15]

4. MEPRS (Military Entrance Processing Reporting System)

As stated at the beginning, all MEPS operate somewhat differently. In some instances, MEPRS personnel (data transcribers) will verify and transcribe all data that are entered into the System 80 computer and correct any errors or omissions created by either other MEPS personnel, or personnel external to the MEPS, i.e., recruiters or service liaisons.

For medical entries, the data transcriber examines the physical to ensure that the information is complete and correct before keystroking the data into the data base. He also produces an ADP printout and distributes the original to the packet and a copy to the service liaison. For DEP's, the transcriber keystrokes the information off the 1966/1 to print the contract vice having the MPC print it. Again, an ADP page is produced and distributed accordingly.

At the end of the day, MEPRS prints a pre-feedback report to reconcile all data transcribed that day. Although on paper MEPRS personnel (specifically, the System Support Supervisor) are responsible for verifying the daily transactions, occasionally, the NCOIC or Administrative Supervisor will assume that responsibility. Reconciliation

is necessary to prevent erroneous or inaccurate data from being keystroked into the computer. [Ref. 9]

Additional MEPRS responsibilities include training MEPS personnel in computer operations and communicating the day's work to the host computer. Since MEPCOM is so geographically dispersed, communicating via the computer is essentially the only way to disseminate information. Such communication would not be possible if MEPS personnel were not adequately trained on proper procedures. Thus MEPRS people should ensure that all new personnel receive the necessary training and existing personnel stay abreast of any new updates to procedures.

At the close of business, and prior to 2200 CST, that day's work must be communicated to the host computer at Headquarters, USMEPCOM. This is the only way that the information can be included in the main data base. Failure to communicate prior to 2200 when the host computer shuts down, results in late records and the MEPS is penalized accordingly.

5. Transportation

The final major area of Operations is Transportation. The Travel Clerk is responsible for making all of the necessary transportation arrangements for the enlistees from the MEPS to the respective basic training site. Travel is primarily by air, although, in a few instances, POV travel is

authorized or bus transportation proves to be shorter and more economical.

The Travel Clerk works with the Military Traffic Management Command (MTMC) to set the Passenger Standing Route Orders (PSRO). The PSRO supports the routing of the enlistees from the MEPS to approximately 15 service training sites. The PSROs are reviewed every time a fare or schedule changes, or at least quarterly. Time requirements and cost are the driving factors in scheduling. By law, the enlistee must arrive at his duty station prior to 2400. If the flight does not arrive until after 2400 or arrives just prior to 2400 but the enlistee cannot make it from the airport/bus terminal to the base prior to 2400, another route must be chosen. MEPS that are close to major airports with better flight connections have fewer problems in this area than do MEPS that must utilize the less frequented airports. The Travel Clerk must keep a close watch on the feedback from the enlistees on their arrival times. MTMC should be notified with any continuous problems so the PSROs can be reviewed or revised. Some MEPS are fortunate to have the own SATO agents assigned to make the necessary flight arrangements.

Cost is another major concern. Often one airline will be awarded a contract based on a \$1.00 price differential; however, as long as the enlistee is able to meet the 2400 arrival requirement, the \$1.00 cost savings will win the contract.

To alleviate any panic situations, the MEPS provides a duty person to answer any phone calls from the enlistee on how to handle a given transportation problem. The MEPS person will remain on duty until the last scheduled flight departs the airport. Any subsequent problems are handled by MTMC's duty person. The enlistee is given MTMC's toll free telephone number prior to leaving the MEPS but is instructed only to utilize that number when the local MEPS can no longer be of assistance.

One of the most closely monitored areas is the accountability of forms. Each Government Transportation Request (GTR), meal ticket, bus ticket, etc., must be accounted for at all times. As such, each ticket number is entered into a log book and the tickets and the log book is locked in a safe. The Travel Clerk and the Acting Transportation Officer (ATO) should be the only two individuals that have access to the contents of the safe. When the necessary tickets are distributed to the enlistees, each one must sign the log book verifying that he has possession of such tickets. Whenever the Travel Clerk or ATO position changes, all tickets must be inventoried and verified by the departing and new Travel Clerk or ATO. Any discrepancies have to be noted to MTMC to "stop payment" on the missing tickets.

The Travel Clerk's duties also include briefing all enlistees before departure. When there is more than one person going to a given reception station, the Travel Clerk

will assign a group leader to take responsibility for the other members going to their appointed place of duty. The group leader will handle the other member's enlistment packets with a copy of their orders attached to the outside of the envelope. The transportation brief covers the time of departure and arrival, the scheduled airline, and a list of do's and don'ts. [Ref. 16]

H. MEPS AWARDS PROGRAM

The USMEPCOM Awards Program was established to enhance the "team spirit" and reward those MEPS that have excelled in the leadership and management of applicant processing.

The station awards consist of a "Best MEPS," an "Outstanding MEPS," and a "Meritorious MEPS." There can only be one "Best MEPS" per category; however, any MEPS that received a minimum of 850 points received the "Outstanding MEPS" award and any MEPS that received a minimum of 750 points was awarded the "Meritorious MEPS."

The awards program was based on a 900 point scale from the following categories: (1) Packet Accuracy Rate, (2) Fingerprint Accuracy Rate, (3) Test Loss/Compromise, (4) Student Testing, (5) EPTS (Existed Prior To Service) "C" Case Rate (per 1000), (6) Physical Fitness Test, (7) Weight Control, and (8) Sector Commander's Assessment.

1. Packet Accuracy Rate

The Packet Accuracy Rate was computed in accordance with USMEPCOM Regulation 601-20 (Quality Control/Inspection of Enlistment Packets). Incomplete, inaccurate or erroneous information on the Enlistment Contract (DD Form 4/1,2,3), the Emergency Data Card, and the Personnel Security Questionnaire is penalized according to the severity of the mistake. The Monthly Packet Accuracy Report was the source for the data. Points were awarded as shown in Table 1.

TABLE 1

PACKET ACCURACY RATE POINT CATEGORIZATION

<u>Packet Accuracy Rate Percent Achieved</u>	<u>Points</u>
99.96-100	100
99.95	95
99.94	94
99.93	93
99.92	92
99.91	91
99.90	90
99.75-99.89	87
99.60-99.74	85
99.51-99.59	75
99.46-99.50	70
99.41-99.45	65
99.36-99.40	60
99.31-99.35	55
99.26-99.30	50
99.00-99.25	40
98.75-98.99	30
98.50-98.74	20
98.25-98.49	10
98.00-98.24	5
Below 98.00	0

2. Fingerprint Accuracy

Fingerprint Accuracy was based on the acceptability of the fingerprint cards sent to the FBI. The accuracy rate was computed as follows: (number of PEI - number of rejected fingerprint cards)/number of PEI. The points were based on the scale shown in Table 2.

TABLE 2

FINGERPRINT ACCURACY POINT CATEGORIZATION

<u>Fingerprint Accuracy Percent Achieved</u>	<u>Points</u>
99.50-100.00	100
99.00-99.49	95
98.50-98.99	90
98.00-98.49	85
97.00-97.99	80
96.00-96.99	70
95.00-95.99	50
Below 95.00	0

3. Test Loss/Compromise

Test Loss/Compromise awarded 100 points to any MEPS that did not have an ASVAB test booklet, booklet page, scoring key, or marked answer sheet loss or compromise during the fiscal year. Penalty points were awarded as shown in Tables 3 and 4.

TABLE 3

TEST LOSS POINT CATEGORIZATION

<u>Test Losses</u>	<u>Points</u>
1 student test lost, more than 5000 tests administered	-20
1 student test lost, less than 5000 tests administered	-40
2 student tests lost, more than 5000 tests administered	-80
2 student tests lost, less than 5000 tests administered	-100
3 student tests lost, more than 5000 tests administered	-100
1 production test lost	-60
2 production tests lost	-100

TABLE 4

TEST COMPROMISE POINT CATEGORIZATION

<u>Page and Marked Answer Sheets Losses</u>	<u>Points</u>
1-5 pages	-5
6-10 pages	-10
11 or more pages	-100

4. Student Testing

Student Testing points were awarded for the percent achieved of the MEPS established student testing goal. Tabulation of points is presented in Table 5.

TABLE 5

STUDENT TESTING GOAL POINT CATEGORIZATION

<u>Percent Achieved</u>	<u>Points</u>
100% and above	100
95.00-99.99	95
90.00-94.99	80
85.00-89.99	70
Below 85.00	0

5. EPTS (Existed Prior to Service) "C" Case Rate (Per 1000)

EPTS "C" Case Rate (per 1000) results when an applicant is discharged during basic training for a medical condition that existed prior to entry. The "C" Case Rate used was the rate published in the Quarterly MEPS Analysis Book. The point scale is shown in Table 6.

TABLE 6

EPTS "C" CASE RATE POINT CATEGORIZATION

<u>EPTS "C" Rate</u>	<u>Points</u>
.5-0	100
.6	99
.7	98
.8	97
.9	96
1.0	95
1.1	93
1.2	91
1.3	89
1.4	87
1.5	85
1.6	83
1.7	81
1.8	79
1.9	77
2.0	75
2.1	73
2.2	71
2.3	69
2.4	67
2.5	65
2.6	63
2.7	61
2.8	59
2.9	57
3.0	55
Above 3.0	0

6. Physical Fitness Test

Except for compassionate assignments, all military personnel that had been on board for at least five months prior to 30 September had to have passed their service's PFT. Retests were not counted as a passing test score for this awards program. Points were awarded as presented in Table 7 below.

TABLE 7

PHYSICAL FITNESS TEST POINT CATEGORIZATION

<u>Fitness Tests Passed</u>	<u>Points</u>
100%	100
97-99	95
95-96	85
92-96	75
88-91	65
85-87	50
Below 85%	0

7. Weight Control

All military members that were on board for at least three months prior to 30 September must have met their service's weight/body fat requirements. Points were awarded according to the scale shown in Table 8 below.

TABLE 8

WEIGHT CONTROL POINT CATEGORIZATION

<u>Members Failing to Make Satisfactory Progress</u>	<u>Points</u>
None	100
One	75
Two	50
Three	25
Four or More	0

8. Sector Commander's Assessment

Sector Commander's Assessment: The Sector Commander awarded up to 200 points per MEPS based on any factor(s) that

he chose to include in the assessment that was not previously evaluated.

The "Best MEPS" category was limited to one per category. The sector commander could evaluate the MEPS on any factors but the following guidelines were provided:

1. Achievement of the MEPS Commander's goals.
2. Morale and discipline.
3. Training--mission and professional development.
4. MEPS personnel and facility appearance. [Ref. 17]

I. PROPOSED NEW INITIATIVES FOR THE MEPS

The first of the new initiatives deal with a reorganization of the internal structure of the MEPS beginning with Headquarters. The primary change would be the establishment of an Adjutant for all MEPS regardless of size. Currently, the smaller MEPS are not authorized this billet. The Adjutant would assume all personnel responsibilities along with budget and supply supervision. Except for the Station NCO and the CO's secretary, all Headquarters personnel would work directly for the Adjutant.

The Adjutant position would also be exclusively an Army billet. As stated previously, the Army is the executive agency for MEPCOM and as such, the command utilizes Army correspondence and regulations. Placing an Army officer in this position would reduce the time and effort in training an officer from another service the Army's rules.

An Assistant BAA and Unit Clerk would also be added to Headquarters to assist in the workload. In the case of the smaller MEPS, when both an Assistant BAA and Unit Clerk are not necessary, only the Unit Clerk will be authorized.

The major change to the reorganization would be the consolidation of the Medical and Test Administration functions under the Operations section. This consolidation places all applicant processing functions under the direction of the Operations Officer allowing more flexibility in assigning personnel in Operations and Testing.

Placing Test Administration under Operations would eliminate the need for the CTMS. The CTMS would ultimately become the Assistant Operations Officer in the larger MEPS and the Adjutant in the smaller MEPS. If a larger MEPS currently has an Assistant Operations Officer, further investigation would be required by the Task Force to determine if the CTMS position should be retained.

The Task Force is also recommending the establishment of a System Administrator to maintain and train on the System 80 computer and any personal computers, such as the Zenith 248, and to analyze all MEPS data. At this time, though, there is no general consensus as to where the Systems Administrator should be placed within the MEPS. In the short term, while the System Administrator is responsible primarily for the file of record, the position should be placed under Operations. In the long term, when a more progressive computer system is

implemented, and the System Administrator has the additional responsibility of maintaining, training and data analysis for all sections in MEPS, the individual should report directly to the Commander.

The final recommendation in the reorganization is the establishment of a Student Testing section vice the current arrangement of Student and Production testing combined under the jurisdiction of the CTMS. This new organization would have Student Testing reporting directly to the Commander since the Commander's involvement is essential to maintaining a successful Student Testing program. The section would be headed by the Test Specialist with the Test Coordinator being subordinate. [Ref. 18]

J. CONCLUSION

The duties and functions within a MEPS are complex. It takes six to nine months work experience in each section to begin to fully understand how the job is supposed to be done according to regulation. MEPCOM appreciates the difficulty the individual workers have in continually maintaining high quality work in a "pressure cooker" atmosphere. A Task Force was formed composed of individuals at all levels of the command to examine any problem areas and offer solutions to alleviate or reduce the problems in order to improve the efficiency and quality of the work.

This study offered a look at how an individual MEPS might operate and an insight into what an employee must endure to produce the quality of work necessary for USMEPCOM.

K. GLOSSARY OF TERMS

1. Applicant: an individual that is at the MEPS to process for enlistment into the Armed Forces.
2. Applicant Processing List (USMEPCOM Form 727): form used by the service liaisons to alphabetically list the names of the projected applicants for the next day's processing. Includes spaces for the applicant's social security number; branch of service processing for; active duty or DEP; full physical or inspection; and remarks.
3. Delayed Entry/Enlistment Program (DEP): program whereby an individual may enlist in the service now but may report for basic training at a later date; an accession.
4. Entrance National Agency Check (ENTNAC): background security check where an applicant's personal information is transmitted via computer or mail to the Defense Investigative Service.
5. Emergency Data Card: form used to notify the applicant's beneficiary in case of emergency. It specifies the applicant's SSN, address, designation of beneficiaries, percentages designated to the beneficiaries, and directions to their residence when no specific street address is provided.
6. Mobile Examining Team (MET) Site: test site located in one of MEPS' neighboring cities.
7. Mini-data Base: data base that contains information of all of the applicants processed through the local MEPS only.
8. Preenlistment Interview (PEI): a one-on-one interview given by MEPS personnel to an applicant enlisting into the DEP to determine if the paperwork is complete and accurate; the applicant understands the program he is enlisting for; and if the applicant is falsifying or withholding any relevant enlistment information.

9. Preassessment Interview (PAI): an additional interview given by MEPS personnel before separation of enlistees from the DEP and enlistment in the regular components of the Armed Forces.
10. Report of Additional Information (USMEPCOM Form 701): a form used by the MEPS to report any additional information that may have a bearing on an individual's enlistment qualifications. It is also used to report allegation of improper recruiting practices.
11. Shipper: an individual that is scheduled to depart for active duty; an accession.
12. Walk-in: an applicant that arrives to process but was not originally scheduled on the APL.
13. 714A: form used to apply for enlistment. Contains name, SSN, address, religion, education level, and signature. Also used a source for signature verification.
14. 714ADP: computer printout specifying the applicant's name, SSN, address, current processing status, ASVAB scores, drug status, and any prior processing history.

III. RESEARCH METHODOLOGY

A. INTRODUCTION

This chapter sets out to determine if there is a relationship between job satisfaction and the quality of work performance at the individual MEPS and the aggregate MEPS. Based on past experience as an Operations Officer at a MEPS, the researcher hypothesized that there was such a relationship.

This chapter presents the method used in calculating the correlation between job satisfaction and quality of performance. It will first describe the instrument used in determining the level of job satisfaction, how the sample size was arrived at, and the data collection procedure.

B. DETERMINATION OF SAMPLE

For the purposes of this study, a stratified sample was used to collect the desired information from the MEPS' employees. This type of sample more accurately reflects characteristics of the population from which they are chosen than do other types of samples [Ref. 19:p. 317]. In this instance, the stratified sample was utilized in order to analyze job satisfaction levels and quality of performance levels at the various sizes and locations of the MEPS and infer whether geography or size is a determining factor in how

well the individual employee enjoys his job and if it influences how well he performs that job.

The procedure used for determining the sample size is as follows: the parent population, the 66 MEPS, was divided geographically by sector (Eastern, Central, and Western). Each sector was then divided into three sizes, Category I (large), Category II (medium), and Category III (small). Currently MEPCOM is divided into five size categories but the researcher chose to combine the current Categories II and III into a single Category II and Categories IV and V into a single Category III. This was done to reduce the number of calculations later.

Once the population of 66 MEPS was divided into the nine stratified cells, one MEPS per size category per sector was chosen to participate in the survey. This gave an approximate 12% sample size per sector, which in most cases is an adequate sample size.

C. WHAT IS JOB SATISFACTION?

According to E.A. Locke, job satisfaction is "a pleasurable or positive emotional state, resulting from the appraisal of one's job or job experiences." [Ref. 1:p. 3] This is a broad, generalized view of job satisfaction that allows room for interpretation of the elements that may comprise that positive emotional state obtained from a job. There are countless individuals that have researched this

area. Herzberg's two factor theory is one of the most recognized in this field.

Herzberg proposed that there are two general classes of work variables: satisfiers and dissatisfiers. Satisfiers are content factors that result in satisfaction and dissatisfiers are context factors that produce dissatisfaction. According to Herzberg, content factors are those that provide a sense of achievement and recognition on the job whereas context factors are those items such as good pay and comfortable working conditions. His theory proposes that when a job is high in content factors, the workers will feel satisfied with their jobs but if the job is lacking in content factors, the workers will not necessarily be dissatisfied but rather they are likely to feel indifferent. Conversely, when a job provides many context factors, the employee does not feel satisfied. Instead, he again will feel indifferent; however, when the employee does not receive context factors, he will feel dissatisfied. [Ref. 20:p. 403]

Although Herzberg's theory has been greatly criticized, it has provided a valuable foundation for much of the research in the field. The research team of J. Richard Hackman, Greg Oldham, Robert Janson, and Kenneth Purdy proposed a theory that states that people will be satisfied with their jobs if they experience three conditions: (1) meaningfulness; (2) responsibility; and (3) knowledge of the results. When these three conditions are present, the worker will feel good about

himself and the work that is produced. When one or more of these conditions is absent, motivation will decline. According to these researchers, when all three conditions are high, internal work motivation, job satisfaction and work quality are also high. [Ref. 21:p. 315]

The researchers have identified five characteristics that will give the three conditions describe above: (1) skill variety; (2) task identity; (3) task significance; (4) autonomy; and (5) feedback [Ref. 21:p. 317]. These characteristics are the same characteristics that are measured in the Job Diagnostic Survey described in the following section of this chapter.

D. USE OF THE JOB DIAGNOSTIC SURVEY

The Job Diagnostic Survey (JDS) was designed to measure job characteristics and the reactions of the employees to their jobs. It is intended to determine how existing jobs can be improved to increase employee motivation and satisfaction. [Ref. 22:p. 5]

The researcher chose to utilize the JDS over a self-authored survey for use in this study because of the concern that her own survey would be biased. As a former Operations Officer at a MEPS, the researcher found that when attempting to write her own survey, the questions were leading, thus the results obtained would not be reflective of the respondent's views rather they would be reflective of her own views.

Additionally, given the time restrictions of the study, the researcher would not have time to pre-test her own survey and adjust or modify any confusing or misleading questions. Since the JDS has been tested, revised, and utilized substantially in private industry, the researcher felt that the JDS was, in fact, a better instrument to determine the level of job satisfaction at the MEPS.

For the purposes of this study, only the Motivating Potential Score (MPS) was examined for job satisfaction determination since the MPS incorporates all of the major categories in its formula. Specifically, the MPS is calculated as follows:

$$\text{MPS} = \frac{(\text{Skill Variety} + \text{Task Identity} + \text{Task Significance})}{3}$$

$$\times (\text{Autonomy}) \times (\text{Feedback})$$

It should be noted, though, that a job with high motivating potential is not necessarily equal for all individuals. A person's own growth needs is a factor in analyzing a Motivating Potential Score. [Ref. 23:p. 160]

A description of the job dimensions used in the MPS calculations is shown below:

1. Skill Variety--The degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the employee.

2. Task Identity--The degree to which the job requires completion of a "whole" and identifiable piece of work.
3. Task Significance--The degree to which the job has a substantial impact on the lives or work of other people--whether in the immediate organization or in the external environment.
4. Autonomy--The degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out.
5. Feedback--The degree to which carrying out the work activities required by the job results in the employee obtaining direct and clear information about the effectiveness of his or her performance. [Ref. 23:pp. 161,162]

There are a few points that should be understood prior to utilizing the JDS. First, the JDS has shown to be a better instrument for measuring "blue collar" worker's reaction to their jobs than for "white collar" workers. The questions on the JDS are geared more to the worker level rather than the supervisor or management level. For this reason, any responses from the management level should be analyzed closely to determine if the results of the JDS are, indeed, reflective of the job and the respondent's views of his job.

Second, the respondents should have at least an eighth grade education and read English well. If this is not the case, it is likely that the respondents will not understand the questions, possibly giving erroneous, invalid answers.

Third, the JDS is easily fakable; therefore, care should be taken that the respondents believe that their own interest is best served they respond accurately to the questions.

Fourth, the JDS should be taken anonymously. If the employees feel that their responses are being monitored, they may not provide honest and accurate responses. [Ref. 23: p. 169]

Having prior experience at a MEPS and understanding the nature of the jobs within the MEPS, the researcher assumed that all of the respondents met the above criteria. Thus the measurements obtained were considered valid.

E. DATA COLLECTION METHOD

Once the MEPS were chosen, each applicable MEPS Commander was called to ascertain if he was willing to have his MEPS participate in the research project. The researcher discussed the purpose and the scope of the research with each Commander. None of the nine Commanders had any objections to participating. If any one Commander had objected, the selection process would have had to begin again. The data collection was closely monitored and controlled in order to obtain the most valid responses possible.

All personnel within the command were asked to respond to the Job Diagnostic Survey. One survey, answer sheet and envelope was provided for each employee. These surveys were mailed to the MEPS Commanders with completion instructions. Once each individual completed the questionnaire, he was to place the answer sheet in the envelope provided, seal it to

ensure confidentiality, and return it to the Commander so he could mail all of the responses back simultaneously.

The researcher requested that the Commanders, themselves, administer the survey. This was done for two reasons: (1) to show the workers that there was command involvement and that this was a legitimate project; and (2) the Commanders would be able to ensure and control maximum participation. Participation was strongly encouraged but not made mandatory. With very few exceptions, all personnel answered the questionnaire resulting in a 79% response rate for all MEPS.

Along with the sealed envelopes, each Commander was also asked to send his MEPS' results of the FY 89 Awards Program. This would provide the second half of the information necessary to run the various correlation analyses.

Overall, the researcher found that this method of data collection was the most efficient given the geographical diversity of MEPCOM. One critical problem was discovered with this method, though: differing methods of administering the JDS. Some of the MEPS Commanders administered the JDS as a group at one sitting while others gave the JDS to all of the workers and had them complete it at their leisure. This difference could have resulted in a variation of the possible responses. The optimal situation would have been to have all respondents at all MEPS taking the JDS under identical conditions.

F. SUMMARY

The thrust of this chapter was to explain the method and logic used in the preparation of and actual calculation of the correlations. The JDS was chosen as the best instrument by which to measure the level of job satisfaction within the MEPS while the FY 89 MEPS Awards Program criteria was used to measure the quality of performance. The MEPS were stratified by three regions (Eastern, Central, and Western) and three sizes (Large, Medium, and Small). Coordination with the MEPS Commanders allowed for a controlled data collection.

IV. PRESENTATION OF DATA, RESULTS AND IMPLICATIONS OF RESULTS

A. INTRODUCTION

This chapter first introduces the input data used in the correlation analyses and the results of those analyses that were conducted, to determine whether or not a relationship exists between job satisfaction and quality of performance. The second part of this chapter discusses the results and implications of the analyses. It looks at the concept of job satisfaction in general and how it pertains to the MEPS. Additionally, it provides a discussion of the strengths and weaknesses of the MEPS Awards Program.

B. RESULTS OF THE CORRELATION ANALYSES

A total of 14 correlations were computed to determine if a relationship exists between job satisfaction and quality of performance, and whether size and/or geography were factors in the relationship. The first seven correlations (three for size, three for geography, one overall) were computed with the Sector Commander's Assessment category in the Awards Program criteria; the second set of seven correlations were computed after eliminating the Sector Commander's Assessment category. Since the Sector Commander's Assessment is a subjective category, the researcher wanted to determine whether eliminating the subjectivity in the Awards Program criteria

would change the results. The input data and results are presented in the next four tables.

Tables 9 and 10 illustrate the input data used in calculating the correlations. The Quality of Work column lists the results obtained from the FY 89 Awards Program from the surveyed MEPS. Total possible points in this category was 900 for Table 9 and 700 for Table 10. The MPS column shows the Motivating Potential Score received for each of the participating MEPS. These figures did not change between the two sets of analyses.

TABLE 9
INPUT DATA FOR THE CORRELATION ANALYSES
INCLUDING THE SECTOR COMMANDER'S ASSESSMENT

	<u>QUALITY OF WORK POINTS: 0-900</u>	<u>MOTIVATING POTENTIAL SCORE POINTS: 0-343</u>
CATEGORY 1 (LARGE)	840,759,775	93.5,91.5,115.6
CATEGORY II (MEDIUM)	865,755,795	107.1,90.5,84.4
CATEGORY III (SMALL)	853,882,750	109.6,111.5,87.3
EASTERN SECTOR	853,865,840	109.6,107.1,93.5
CENTRAL SECTOR	882,755,759	111.5,90.5,91.5
WESTERN SECTOR	750,795,775	87.2,84.4,115.6

TABLE 10
INPUT DATA FOR CORRELATION ANALYSES
EXCLUDING SECTOR COMMANDER'S ASSESSMENT

	<u>QUALITY OF WORK POINTS: 0-700</u>	<u>MOTIVATING POTENTIAL SCORE POINTS: 0-343</u>
CATEGORY I (LARGE)	640,559,585	93.5,91.5,115.6
CATEGORY II (MEDIUM)	665,555,595	107.1,90.5,84.4
CATEGORY III (SMALL)	653,682,550	109.6,111.5,87.3
EASTERN SECTOR	653,665,640	109.6,107.1,93.5
CENTRAL SECTOR	682,555,559	111.5,90.5,91.5
WESTERN SECTOR	550,595,585	87.3,84.4,115.6

Tables 11 and 12 presented below contain two separate numbers. The correlation coefficient (Corr. Coef.) represents the strength of the relationship, positive or negative, found between the two variables job satisfaction and quality of performance. The second number, Prob., represents the probability that the correlation coefficient is insignificant --that is, merely occurring by chance. The researcher has chosen a .10 significance level for these tests--that is, the correlation coefficients were assumed to be significant if the probability was less than .10.

TABLE 11

RESULTS OBTAINED INCLUDING THE SECTOR COMMANDER'S ASSESSMENT

	EAST	CENTRAL	WEST	SMALL	MED	LARGE	O'ALL
CORR. COEF.	.7983	.9999	.3577	.9999	.8080	-.2582	.5446
PROB.	.4108	.0092*	.7671	.0053*	.4011	.8337	.1295

TABLE 12

RESULTS OBTAINED EXCLUDING SECTOR COMMANDER'S ASSESSMENT

	EAST	CENTRAL	WEST	SMALL	MED	LARGE	O'ALL
CORR. COEF.	.7989	.9999	.2242	.9902	.8080	-.1286	.6169
PROB.	.4108	.0092*	.8560	.0891*	.4011	.9179	.0768*

As can be seen from the results, assuming a .10 significance level, the only significant relationships between job satisfaction and quality of performance that can be found are in the Category III MEPS and in Central Sector (as indicated by an *). Neglecting the Sector Commander's Assessment category produces a stronger relationship in the "overall" category. Thus when the MEPS are examined as a whole, a correlation does exist.

C. IMPLICATIONS OF THE RESULTS

1. Explanation of the Results

Job satisfaction and producing high quality work are important issues in MEPCOM. The researcher hypothesized that there would be some correlation between the two variables. It was interesting to find that the Category III MEPS (Small MEPS) and Central Sector were the only two areas in which a relationship exists when correlated with the Sector Commander's Assessment incorporated in the Awards Program. Without the Sector Commander's Assessment, an overall correlation was also found between job satisfaction and quality of performance.

One could almost predict a correlation in the smaller MEPS rather than the larger MEPS. In a smaller station, there are obviously fewer workers. With fewer workers, they may be more likely to sense more camaraderie, personal attention, and unit cohesiveness. The supervisors may be able to give the workers more individualized attention thus making them feel better about being at work and wanting to perform better at their jobs. In the larger MEPS, the workers may feel less important since there are more of them. Regardless of any attempted improvements made in the job, the employees may still feel as if their work is inconsequential within the station, hence their performance may not conform to the necessary quality standards USMEPCOM has imposed on the MEPS.

No logical explanation exists for the correlation between job satisfaction of work performance in Central Sector. Presumably, additional factors are involved that influenced the outcome. Some Central Sector MEPS may be experimenting with new processing techniques that have had a positive effect on both the way the workers feel about their jobs and how they perform them.

Leadership style could be influencing the correlation. There may be some unique leadership or management tool in the Central Sector MEPS that the other MEPS in the other sectors could examine and emulate. Obviously there is no certainty to the answer, but given the strength of the correlation, some factor is presumably at work to cause such a response.

When the subjectivity of the Sector Commander's Assessment was removed from the Awards Program variable, a correlation appeared in the "overall" category. This may be an indication that there is some bias in the Sector Commander's awarding of points that has a negative impact on the quality of work produced at the MEPS. If this is the case, Headquarters, USMEPCOM may want to re-evaluate and/or standardize their guidelines for the Sector Commander's Assessment category in order to make the competition in the Awards Program more just and fair for all MEPS.

Even though some of the results indicate an almost random correlation in the study, generally, there was no true indication that there is a significant relationship between

the satisfaction and quality. The researcher's theory that may explain this is that quantity or productivity of work is a management issue whereas quality of work is a leadership issue. This means that a manager can improve the office equipment, give the workers more money, or make the work flow more efficiently which may allow them more flexible working hours. But if those characteristics are not what the workers are looking for to fulfill their job needs, the manager may be able to get a larger quantity of work but the work may not be of any better quality. It is the leader's role to find what it takes to motivate his workers to work better and more effectively to satisfy the worker's needs that impact effective and quality work.

Comparing the "overall" profile of the MEPS with the preliminary norms established for the JDS, shown in Tables 13 and 14, one can see that the MEPS' Core Job Dimensions, Skill Variety, Task Identity, Autonomy and Feedback are lower than the norms. Only Task Significance is higher than the norm. These norms are based on the testing and validation procedures obtained from the JDS results from private industry.

The Motivating Potential Score is significantly lower than the norm. The scale for the Job Dimensions range from one to seven with one being the lowest possible score attainable and seven being the highest. The scale for the Motivating Potential Score ranges from a low of one to a high of 343. These deviations could be attributed to various

TABLE 13
PRELIMINARY NORMS FOR THE JOB DIAGNOSTIC SURVEY

<u>JOB DIMENSIONS</u>	<u>AVERAGE</u>
Skill Variety	4.5
Task Identity	4.9
Task Significance	5.5
Autonomy	4.8
Feedback From the Job	5.0
Motivating Potential Score	125.0

TABLE 14
MEPS OVERALL PROFILE

<u>JOB DIMENSIONS</u>	<u>AVERAGE</u>
Skill Variety	3.9
Task Identity	4.7
Task Significance	5.8
Autonomy	4.4
Feedback From the Job	4.7
Motivating Potential Score	98.5

factors depending upon the individual command; however, possibilities for the departure are offered in the following paragraphs.

The Skill Variety dimension measures the assortment of tasks that an employee may have on the job and the variety

of skills necessary to perform those tasks. Often times at a MEPS, a worker gets placed in one section and that is the only section he will ever be in for his entire tour at the MEPS. This is where an aggressive cross-training program, not only within the respective section, but more importantly, with the other sections within the command would provide some diversity on the job. The ability to gain experience in the other sections would prove to enhance the worker personally and professionally while providing increased flexibility of personnel resources for the command. Granted, releasing people for cross-training is easier said than done, given the workload at a MEPS, but if accomplished, all concerned would benefit.

Task Identity refers to the worker's ability to complete a job from beginning to end. This is not always accomplished given the job within the section. For example, within Operations, one MPC may be responsible for conducting the PEI while another is responsible for entering the applicant's personal data in the System 80 computer and printing the enlistment contract. The applicant has to go from person to person to be administratively processed. The individual MPC may never see the completed package at the end. All he may know is that the PEI had been conducted. Having one MPC complete an entire applicant package rather than just one segment might improve Task Identity. This does not mean all MEPS operate this way or that the MEPS surveyed operate

this way, but from personal and telephonic interviews, the researcher found that some MEPS do not take advantage on the one MPC per applicant concept.

Autonomy may be the one job dimension that is the most difficult to change. By virtue of the consequences obtained from invalid test scores and physical examinations and the legality of inaccurate enlistment documents, strict regulations governing work procedures preclude much flexibility and freedom in carrying out the job tasks. Individual variations in the sequence of activities within the job may possibly be examined but any decline in the accuracy and quality of the work would not be tolerated. Permitting the officers, and thus the NCOICs, greater freedom in decision-making for exceptions to policy might also increase the amount of autonomy realized. Too often when faced with a judgment call, the supervisors know that their only response to the request can be affirmative; otherwise, they face having their decisions continuously overturned at the Sector Headquarters level.

Feedback from the job itself is one area that should not be lagging. There are ample means for a worker to gauge his work. Given the high quality standards established by MEPCOM, quality control measures should be intact in all sections with the possible exception of Headquarters. Additionally, MEPCOM produces monthly reports in numerous areas for the MEPS to judge their performance throughout the

year. Unless individual MEPS are not taking advantage of the tools to measure their performance, this dimension should at least be equal to that of other organizations.

2. Examination of the Weaknesses of the MEPS Awards Program

The MEPS Awards Program was designed to recognize outstanding leadership and management at the station level. As with any awards program, it is also supposed to bring about a more cohesive command by promoting the "team" concept. An Outstanding or Meritorious MEPS award is not just an individual award but also a command award. What is good for the individual is good for the whole. In theory, this is true, but it often is not perceived in that light. When all but four MEPS received some type of award in FY 89, the program did not acknowledge expert management, it recognized those that do not meet the Awards Program criteria for excellence. This may be an indication that the Awards Program is lacking substance.

The researcher found several problem areas in the FY 89 Awards Program. In general, there is no room for human error in any of the categories. One mistake can eliminate a MEPS from the awards competition. The following paragraphs will highlight some of the trouble spots.

a. Packet Accuracy

This category is not as clear-cut as one might imagine. The researcher concurs that any errors that can

effect the legality of the document cannot be tolerated; however, non-critical areas that present no future legal implications should be analyzed accordingly. MEPCOM does weight the seriousness of the error when computing the statistical results of the packet inspection but the regulations, in some instances, do not need to be followed to the letter. Rather, they should be used as guidelines. For example, in the rank of the enlisting officer block of the enlistment contract, the regulation states that the contents should be specified as "O-3" (or the appropriate rank, as necessary). Typing "O--3" does not change the meaning or intent of the contract in any way. Penalizing a MEPS ten points for such an error should be reconsidered. The researcher is under the assumption that the regulations are a compilation and standardization of the various recruiting services' requirements. Upon speaking with one in-processing officer at Naval Training Center, San Diego, the researcher found that errors of the magnitude described above would not be rejected by the service but MEPCOM's attempt at perfection penalizes such errors.

b. Fingerprint Accuracy

The researcher found that the MEPS are hurting themselves in this category because of the competition to achieve 100% accuracy. Realistically, a MEPS cannot achieve 100% in this category month after month without bending the rules. In order to get a good fingerprint, the finger must

be evenly inked and rolled from nail to nail on the card, allowing for each line to be clearly defined. Bricklayers, dishwashers, those with scars on their fingers, etc., will not be able to produce an acceptable print, thus their fingerprint cards will be rejected. What is actually happening at the MEPS is that they are not submitting any fingerprint cards that are questionable. This improves their accuracy rate in comparison to the other MEPS and the MEPS that are doing their jobs correctly are being penalized for doing so. Those that are not playing by the rules keep raising the category standards thereby making it more difficult each year to meet or exceed the established standards.

Additionally, this category is extremely subjective based on the individual examiner on the receiving end. Even if the fingerprint cards are double checked at the MEPS for readability and acceptability before submission, some are still rejected if that one particular examiner cannot read each line on each finger.

c. Test Loss/Compromise

Each test loss or compromise is a unique situation. Often times a test loss is beyond the control of the Test Administrator. If administering the ASVAB to an auditorium of 250 high school students, it is not inconceivable to lose one page from one of the 250 test booklets. MEPCOM may consider this to be attributable to the TA when, in reality, it is not. MEPCOM should investigate the

circumstances involved in the test loss/compromise more closely to determine the true responsible party before deducting points in this category for the Awards Program.

d. Student Testing

The Student Testing program was designed for the school's use as a counseling tool for the students. It just so happens that the Department of Defense publishes the test. The MEPS should not be held responsible for an area over which it has no control. There are external factors, such as the area's views on the military, in force. Once the test is administered, the MEPS is no longer in the picture and, as such, should not be held accountable for a high school administrator's position on whether or not to permit ASVAB testing within his school. That is not to say that the Student Testing program is not valuable but instead, that the local political environment should not dictate whether or not a MEPS will excel in this category.

e. EPTS 'C' Case Rate

The MEPS physicians base their evaluations of an applicant's condition based on a physical examination, personal interview, and a review of the applicant's medical history. If a medical condition, such as a trick knee, is not apparent during the physical examination and the applicant has falsified information on his Report of Medical History, the problem can go unnoticed and the applicant will be found fully qualified for enlistment. It is agreed that it is the MEPS

physician's job to probe and be thorough during the interview, but some applicants continue to conceal any medical problems to the best of their ability. Additionally, if the physician does have any doubts about any specific area, he will send the applicant to a consultant for an expert evaluation. If the consultant finds the applicant's condition acceptable, the MEPS physician will also. If an applicant is then subsequently discharged for a medical condition that existed prior to entry, the MEPS physician is penalized for doing the best job that he could under the circumstances. Unless it is a blatant medical condition, such as pregnancy, the MEPS physician, and hence the MEPS, should not be punished.

f. Sector Commander's Assessment

Although the Sector Commanders are given guidelines from which to base their assessments, this can be a totally subjective category. Given that this category provides 22.2% of the total number of points in the Awards Program, subjectivity plays a major role. In one instance a MEPS was not awarded any points in this category. Was this MEPS a complete failure or was there a personality conflict between the MEPS Commander and the Sector Commander? Without any real and consistent quantitative measures throughout MEPCOM to base their assessment, a MEPS can be eliminated from the competition on the basis on intangibles. This does not mean that this category should be eliminated. Instead,

perhaps a re-evaluation of the contents and point totals is in order.

g. Lack of Relationship Between the IG Inspection and the Awards Program

With the exception of the Weight Control and Physical Fitness categories, the IG inspections do not cover the same areas as the Awards Program. If both the IG and the Awards Program are so vital to operating a MEPS effectively, there should be some consistency in the two areas. Speaking with a member of the IG team, the researcher found that this was a calculated decision. First, the IG team is fully aware of the MEPS standing in the Awards Program and uses that information as a guide to possible weaknesses in other areas. Second, Headquarters, USMEPCOM wanted to keep the Awards Program on a quantifiable, objective basis since there is subjectivity involved in an IG inspection. The problem is that MEPCOM introduced the Sector Commander's Assessment in the FY 89 Awards Program, which, as previously stated, can be totally subjective. A re-evaluation of what areas are critical and what are not should be examined.

h. No Representation From Headquarters

No function within the Headquarters section is evaluated in the Awards Program. Although Headquarters does not provide direct input into processing applicants, their function is nonetheless important. Maintaining files, forms, regulations, budgets, supplies, etc., is demanding, yet the

workers go unrecognized. If the Awards Program was established to recognize excellence in leadership and management, Headquarters should not be omitted. Their leadership and management skill are equally as valuable as those in the other evaluated sections.

There is no awards program in any organization that is without problems. Thus there is no perfect way to evaluate an individual's or an organization's performance. The question becomes whether the Awards Program is an effective criterion for judging a MEPS' work quality. As discussed, there are a few problems in the way a MEPS is judged but the Awards Program is currently under revision. MEPCOM recognizes and acknowledges many of the weaknesses in existence and is attempting to make any necessary changes. MEPCOM has solicited input from the individual MEPS via the Sector commands. To date, however, no concrete adjustments have been finalized.

D. SUMMARY

This chapter presented the results of the correlations conducted between job satisfaction and quality of performance, along with possible implications of the results. In general, there proved to be no clear relationship between the variables when the Sector Commander's Assessment was included in the Awards Program criteria. But the Category III MEPS and

Central Sector MEPS did show a significant correlation, although these may have been random correlations.

When the Sector Commander's Assessment was eliminated from the Awards Program criterion, a correlation in the "overall" profile appeared. This may suggest that the Sector Commander's Assessment negatively influences the quality of work produced at the MEPS.

V. SUMMARY AND RECOMMENDATIONS

A. SUMMARY

The quality of work produced at a MEPS is a major issue within USMEPCOM due to both legal considerations and the well-being of each applicant that processes through a MEPS. This thesis provided insight into the MEPS by describing the organizational structure and the duties and functions of the command. It showed the enormous responsibility placed upon the workers and just how detailed most of the tasks are. Maintaining virtually flawless work on a daily basis is difficult at best.

Due to the routine nature of most jobs within MEPS and the high work standards in force, the researcher hypothesized that there may be a relationship between job satisfaction and the quality of the work produced. The correlation analyses conducted found no clear relationship for all MEPS although there did appear a relationship in the small MEPS and Central Sector MEPS, and in the "overall" category when the Sector Commander's Assessment was eliminated.

One problem in accepting the correlation results may be the possible inadequate sample size taken. When recombining the current five size categories of MEPS into a more workable three category division, the Category I MEPS ended up with only one or two MEPS per sector. This caused a significantly

higher percentage selection rate for MEPS Category I over the Categories II and III. As a consequence, this may conceivably have skewed the data making the correlation results for the smaller MEPS somewhat less valid. However, the results of the "overall" profile should not have been effected since neither size nor geography were taken into consideration.

B. RECOMMENDATIONS

Since all MEPS differ somewhat in organization and leadership style, specific recommendations cannot be provided. Several suggestions for improvement were given in the discussions concerning job satisfaction within the MEPS and the Awards Program. These are summarized in Table 15. Below are additional, general recommendations for the MEPS. These recommendations may or may not be applicable to any one particular MEPS.

1. The MEPS Should Combine Tasks as Much as Possible

As described in Chapter IV, not all workers complete an entire job from start to finish--they may only complete a fraction of an entire job. For example, allowing a Military Personnel Clerk to complete all of the administrative paperwork on an applicant rather than just one segment of the paperwork would improve the task significance and skill variety. The Des Moines MEPS Operations section tried such a grouping of tasks, called One-Stop Processing. Feedback from the workers indicated greater involvement and concern over the

job tasks performed. Depending on the MEPS, combining tasks may improve job satisfaction.

2. The MEPS Should Incorporate Vertical Loading for the Jobs

Vertically loading the jobs redistributes some of the responsibilities of the supervisor down to the worker level. Based on personal interviews with a few Commanders, Operations Officers, and CTMS, many workers feel that they do not have much control or authority over their jobs as they would like. They often feel as if they are being micromanaged. This micromanagement comes not only from the immediate supervisors but from Sector and MEPCOM Headquarters as well. Allowing the workers to determine their own quality control procedures, rather than having Sector-imposed guidelines, or allowing them to use their own judgment to solve problems instead of having to rely on Sector Headquarters, etc., would improve autonomy and internal work motivation. Releasing additional authority and control to the MEPS to make more of their own decision would be a positive step in improving job satisfaction.

3. USMEPCOM Should Re-evaluate the Awards Program Annually

Personnel and work methods change constantly. Fresh ideas on job improvement and evaluation techniques should be encouraged. MEPCOM should continue to solicit input from the MEPS via Sector Headquarters for changes. What may be appropriate one year may no longer prove to be appropriate the

next year. This should be a continuous process vice a one-time decision.

4. The Sector Commander's Assessment Category in the Awards Program Should be Standardized to Allow for Equivalency in Judging each MEPS in the Annual Competition

Subjectivity in the program should be kept to a minimum, if not eliminated entirely.

TABLE 15

SUMMARY OF THE RECOMMENDATIONS FOR THE FY 89 AWARDS PROGRAM

1. Packet Accuracy
 - * Re-evaluate the importance of the non-critical areas on the enlistment contract, Emergency Data Card, etc.
2. Fingerprint Accuracy
 - * Ensure that all MEPS are submitting the fingerprint cards in accordance with USMEPCOM regulations.
 - * Due to the subjectivity of the fingerprint examiner, eliminate this category for the Awards Program.
3. Test Loss/Compromise
 - * Should not be a category in the Awards Program since each case is unique and it is often difficult to attribute the loss or compromise to any particular person.
4. Student Testing
 - * Should be removed from the Awards Program since it is: (a) used as a recruiting tool; and (b) politically motivated.
5. EPTS "C" Case Rate
 - * Re-evaluate the disqualifying medical condition prior to assessing penalty points to the MEPS.
6. Sector Commander's Assessment
 - * Provide more consistent and quantifiable guidelines.
7. Coordinate the IG and Awards Program efforts.
8. Create a Headquarters category for the Awards Program.

APPENDIX

LIST OF FIGURES

The following figures have been referred to in the body of this thesis.

PRIVACY ACT STATEMENT		RIGHT THUMBPRINT
AUTHORITY: 10 USC 505, 508, 510 AND EXECUTIVE ORDER 9397 PRINCIPAL PURPOSE: To request administration of enlistment qualification examinations. Social Security Number is used to positively identify examination results. ROUTINE USE: Record is maintained with other enlistment processing records. DISCLOSURE: Voluntary. Refusal to provide required data could result in denial of enlistment.		FIRST ATTEMPT (If Needed)
APPLICANT CERTIFICATION IN PRESENCE OF TEST ADMINISTRATOR I certify that I am the person identified on the front of this form. _____ (Signature of Applicant) Photo ID? Yes No If yes Type/Org _____ ID No _____		
APPLICANT CERTIFICATION IN PRESENCE OF RECRUITING PERSONNEL I certify that I am the person identified on the front side of this form and that the information about me shown there, including my Social Security No. is all true and correct to the best of my knowledge. I also certify that: ☐ I have never been tested ANYTIME OR ANYWHERE with the Armed Services Vocational Aptitude Battery (ASVAB) either for enlistment purposes or as a student under the ASVAB school testing program. ☐ I was tested with the ASVAB on or about _____ at _____ (most recent date tested) (Place Tested) _____ (Signature of Applicant) _____ (Social Security No.) _____ (Date)		SECOND ATTEMPT (If Needed)
CERTIFICATION BY RECRUITING PERSONNEL I certify that I have properly identified this applicant in accordance with my service directives, have reviewed for completeness and accuracy the information provided on this form, and have expressed the applicant's signature. _____ (Sig. of Recruiter (or rep if auth)) _____ (Printed/Typed Name of Recruiter or Rep) _____ (Date) _____ (Printed/Typed Name of Recruiter (if not recorded above)) _____ (Recruiter Identification/Social Security Number) _____ (Last Recruiting Activity) _____ (En. MPO, Sq. or AS Location)		

89

APPLICANT MEDICAL PRESCREENING FORM											
Authority Sections 505, 510, and 3012, Title 10, U.S. Code. Principal purpose: To speed your medical examination processing by identifying possible medical problem areas and to aid the medical staff in determining your eligibility and physical capabilities. To prepare military service applicants for medical processing by identifying documents or medical history required. Disclosure: Voluntary; failure to provide the information requested will stop further processing of your enlistment application.											
PART I. PROCESSING REQUIREMENTS (RECRUITER COMPLETES - VERIFY PERSONAL DATA ENTERED)											
1. a. ARMED SERVICE PROCESSED FOR ☐ ARMY ☐ NAVY ☐ MARINE CORPS ☐ AIR FORCE ☐ COAST GUARD b. SERVICE COMPONENT ☐ REGULAR ☐ RESERVE ☐ NATIONAL GUARD											
2. NAME OF APPLICANT (Last, First, Middle)				3. DATE OF BIRTH (YYMMDD)				4. SOCIAL SECURITY NUMBER			
5. HEIGHT (actual)(inches)			6. WEIGHT (actual)(lbs)			7. MAX WT ALLOWED (lbs)			8. DATE SCREENED (YYMMDD)		
PART II. MEDICAL HISTORY (APPLICANT) Check each item—explain "yes" and "unsure" answers in item 16.											
9. PHYSICAL IMPAIRMENTS				11. DISEASES				13. TREATMENT OF ILLNESS/INJURY			
YES	NO	UNSURE	Have you ever had or have you have: a. Back trouble b. Ear trouble or loss of hearing c. Eye trouble or loss of vision d. Any deformities of or missing fingers or toes e. Any pain in or swelling of joints or bones of arms, hands, and feet f. Dislocated or injured arm, leg, hand, and foot g. Bone loss of arm or other eye	YES	NO	UNSURE	Have you ever had or have you have: a. Hepatitis b. Rheumatic fever	YES	NO	UNSURE	Have you ever: a. Taken any medication b. Been hospitalized c. Had other surgery or treatment other than that of this d. Had or have you any other illness or injury including broken bones which required treatment or a physical or surgical hospitalization or a course of operation
10. CORRECTIVE DEVICES				12. FEDERAL GOVERNMENT ACTIONS				14. MEDICAL CONDITIONS			
YES	NO	UNSURE	Do you: a. Wear braces on your teeth b. Wear contact lenses or glasses c. Wear a hearing aid	YES	NO	UNSURE	Have you ever: a. Been treated for military service b. Been discharged from military service for medical physical or other reason c. The last time you have you applied for disability from any Federal Agency	YES	NO	UNSURE	Do you have or did you have: a. This can have an effect on your health b. Have you ever had a physical condition c. Have a "sleeping sickness" after age 12 d. Have you ever had or have you have: e. Alcoholism f. Difficulty in temperature problems g. Discharging since age 12 h. If you are or were ever in any kind i. Other medical conditions or delays in ref. are listed
15. (FEMALES ONLY) DATE OF LAST MENSTRUAL PERIOD () () () () () ()											
16. EXPLANATION OF "YES" AND "UNSURE" ANSWERS DESCRIBE PROBLEM GIVE AGE AT TIME OF PROBLEM NAME OF DOCTOR AND/OR HOSPITAL WHERE TREATED, AND YOUR CURRENT STATUS REGARDING THAT PROBLEM											

DD FORM 2246
80 NOV

0102-LF-002-2460

Figure 2. Medical Prescreening Form, DD Form 2246, Side 1

PART III. CERTIFICATION BY APPLICANT AND RECRUITER		
WARNING: The information you have given constitutes an official statement. Federal law provides severe penalties (up to 5 years confinement or a \$10,000 fine or both), to anyone making a false statement. If you are selected for enlistment based on a false statement, you can be tried by military courts-martial or meet an administrative board for discharge and could receive a less than honorable discharge that would affect your future. WARNING.		
a. Applicant. I certify the information on this form is true and complete to the best of my knowledge and belief, and no person has advised me to conceal or falsify any information about my physical and mental history.	b. Recruiting Representative. I certify all information is complete and true to the best of my knowledge. I have conducted the medical prescreening requirements as directed by service regulations.	
APPLICANT'S SIGNATURE	NAME OF RECRUITING REP. (Last, First, M.I.)	
	PAY GRADE OF RECRUITING REP.	
DATE SIGNED (YYMMDD)	SIGNATURE OF RECRUITING R.P.	DATE SIGNED (YYMMDD)
PART IV. MEDICAL PROCESSING INSTRUCTIONS TO APPLICANT (Recg Rep Check Blocks Applicant Initials)		
The Armed Forces Examining and Entrance Station (AFES) or other military medical facility will conduct a thorough medical examination. You should provide any medical records or documents regarding illness, hospitalization, injuries, treatment, or surgery which may be requested by the examining physician. The items below apply specifically to you and represent requirements of the medical staff. Please initial each checked item in the blank provided to indicate that you understand.		
PREPARATION FOR MEDICAL EXAMINATION		
INSTRUCTIONS	ACKNOWLEDGEMENTS	
☐ 1. Take medical documents as discussed. ____ ☐ 2. Take eye glasses. ____ ☐ 3. Wear contact lenses. Also take your eye glasses with you or a statement from the optometrist/ophthalmologist of visual acuity and eye glass refractive error. Statement must be less than one year old. ____ ☐ 4. Bring a statement from your orthodontist saying that the braces you are wearing will be removed at your expense and active treatment ended before your active duty date. ____ ☐ 5. Males wear undershorts; females wear bra and panties for medical examination. ____	☐ 1. I understand that I will undergo a pelvic/rectal examination. (females only) ____ ☐ 2. My medical examination may take more than 1 day if tests are required. ____ ☐ 3. I've been briefed on the processing procedures and I understand them. ____ ☐ 4. I must lose ____ lbs. before further processing can take place. ____ ☐ 5. I appear to be ineligible for further processing for the following reasons: _____ _____ _____	
NOTE: In questionable cases, use DIAL-A-MEDIC procedures to call or forward this form and other documents to the AFES Chief Medical Officer through the service rep. prior to scheduling a medical examination.		
PART V. MEDICAL OFFICER'S COMMENTS		
Based on information provided, further processing is: ☐ Authorized ☐ Not Justified ☐ Deferred pending review of additional documentation (attach supplemental page for remarks)		
SIGNATURE AFES MEDICAL OFFICER		DATE SIGNED (YYMMDD)

Figure 3. Medical Prescreening Form, DD Form 2246, Side 2

UNCLASSIFIED OVERPRINT NO. 1 Exp 03

PREVIOUS EDITIONS WILL BE USED

Figure 4. SF 93, Report of Medical History, Side 1

YES	NO	CHECK EACH ITEM YES OR NO. EVERY ITEM CHECKED YES MUST BE FULLY EXPLAINED IN BLANK SPACE ON RIGHT																				
		15. Have you been refused employment or been unable to hold a job or stay in school because of: A. Sensitivity to chemicals, dust, sunlight, etc. B. Inability to perform certain motions. C. Inability to assume certain positions. D. Other medical reasons (If yes, give reasons.) 16. Have you ever been treated for a mental condition? (If yes, specify when, where, and give details.) 17. Have you ever been denied life insurance? (If yes, state reason and give details.) 18. Have you had, or have you been advised to have, any operations? (If yes, describe and give age at which occurred.) 19. Have you ever been a patient in any type of hospital? (If yes, specify when, where, why, and name of doctor and complete address of hospital.) 20. Have you ever had any illness or injury other than those already noted? (If yes, specify when, where, and give details.) 21. Have you consulted or been treated by clinics, physicians, doctors, or other practitioners within the past 5 years for other than minor illnesses? (If yes, give complete address of doctor, hospital, clinic, and details.) 22. Have you ever been rejected for military service because of physical, mental, or other reasons? (If yes, give date and reason for rejection.) 23. Have you ever been discharged from military service because of physical, mental, or other reasons? (If yes, give date, reason, and type of discharge whether honorable, other than honorable, for unfitness or unsuitability.) 24. Have you ever received, is there pending, or have you applied for pension or compensation for existing disability? (If yes, specify what kind, granted by whom, and what amount, when, why.)																				
I certify that I have reviewed the foregoing information supplied by me and that it is true and complete to the best of my knowledge. I authorize any of the doctors, hospitals, or clinics mentioned above to furnish the Government a complete transcript of my medical record for purposes of processing my application for this employment or service.																						
TYPED OR PRINTED NAME OF EXAMINEE		SIGNATURE																				
NOTE: HAND TO THE DOCTOR OR NURSE, OR IF MAILED MARK ENVELOPE "TO BE OPENED BY MEDICAL OFFICER ONLY." 25. Physician's summary and elaboration of all pertinent data (Physician shall comment on all positive answers in items 9 through 24. Physician may develop by interview any additional medical history he deems important, and record any significant findings here.)																						
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">QUESTIONING REVEALS</th> <th style="width: 10%;">YES</th> <th style="width: 10%;">NO</th> <th style="width: 50%;">DETAILS</th> </tr> </thead> <tbody> <tr> <td>MARIJUANA USE</td> <td></td> <td></td> <td></td> </tr> <tr> <td>OTHER DRUG ABUSE</td> <td></td> <td></td> <td></td> </tr> <tr> <td>ALCOHOL ABUSE</td> <td></td> <td></td> <td></td> </tr> <tr> <td>HOMOSEXUALITY</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			QUESTIONING REVEALS	YES	NO	DETAILS	MARIJUANA USE				OTHER DRUG ABUSE				ALCOHOL ABUSE				HOMOSEXUALITY			
QUESTIONING REVEALS	YES	NO	DETAILS																			
MARIJUANA USE																						
OTHER DRUG ABUSE																						
ALCOHOL ABUSE																						
HOMOSEXUALITY																						
TYPED OR PRINTED NAME OF PHYSICIAN OR EXAMINER		DATE																				
		SIGNATURE																				
		NUMBER OF ATTACHED SHEETS																				

REVERSE OF STANDARD FORM 93

U.S. GPO 1969 O 644 66

Figure 5. SF 93, Report of Medical History, Side 2

REPORT OF MEDICAL EXAMINATION

1. LAST NAME—FIRST NAME—MIDDLE NAME		2. GRADE AND COMPONENT OR POSITION CIVILIAN		3. IDENTIFICATION NO.	
4. HOME ADDRESS (Number, street or RFD, city or town, State and ZIP Code)		5. PURPOSE OF EXAMINATION RELIABILITY ARMY NAVY AIR FORCE MARINE CORPS COAST GUARD RESERVE NATIONAL GUARD		6. DATE OF EXAMINATION	
7. SEX	8. RACE (WHITE, BLACK, AMERICAN INDIAN, OTHER) (Specify)	9. TOTAL YEARS GOVERNMENT SERVICE MILITARY CIVILIAN		10. AGENCY	11. ORGANIZATION UNIT
12. DATE OF BIRTH	AGE	13. PLACE OF BIRTH		14. NAME, RELATIONSHIP, AND ADDRESS OF NEXT OF KIN	
15. EXAMINING FACILITY OR EXAMINER AND ADDRESS Oakland MEPS, 1550 Broadway Oakland, CA 94612-2002				16. OTHER INFORMATION	
17. RATINGS OR SPECIALTY				TIME IN THIS CAPACITY (Years)	LAST SIX MONTHS

CLINICAL EVALUATION		NOTES (Describe every abnormality in detail. Enter pertinent item number before each comment. Continue in item 73 and use additional sheets if necessary.)
ITEM NO.	DESCRIPTION	
18	HEAD, FACE, NECK AND SCALP	
19	NOSE	
20	SINUSES	
21	MOUTH AND THROAT	
22	EAR—GENERAL (See 6 ear anatomy (Anatomy study under items 70 and 71))	
23	EAR—PERFORMANCE	
24	EYES—GENERAL (Visual acuity and refraction under items 25, 26 and 27)	
25	OPHTHALMOSCOPIC	
26	PUPILS (Equality and reaction)	
27	OCULAR MOTILITY (Assess for strabismus, nystagmus)	
28	LUNGS AND CHEST (Include breasts)	
29	HEART (Thrust, rate, rhythm, sounds)	
30	VASCULAR SYSTEM (Arteries, etc.)	
31	ABDOMEN AND VISCERA (Include hernia)	
32	ANUS AND RECTUM (Hemorrhoids, fissure, proctitis if indicated)	
33	ENDOCRINE SYSTEM	
34	G-U SYSTEM	
35	UPPER EXTREMITIES (Strength, range of motion)	
36	FEET	
37	LOWER EXTREMITIES (If report lower extremity range of motion)	
38	SPINE, OTHER MUSCULOSKELETAL	
39	IDENTIFYING BODY MARKS, SCARS, TATTOOS	
40	SKIN, LYMPHATICS	
41	NEUROLOGIC (Equilibrium tests under item 72)	
42	PSYCHIATRIC (Specify any personality disorders)	
43	PELVIC (Females only) (Check how done) ☐ VAGINAL ☐ RECTAL	

(Continue in item 73)

44. DENTAL (Place appropriate symbols, shown in examples, above or below number of upper and lower teeth.)																		REMARKS AND ADDITIONAL DENTAL DEFECTS AND DISEASES	
1 2 3 Reversible 1 2 3 Non-reversible 22 21 20 tooth 22 21 20 tooth 22 21 20 tooth 4 5 6 7 8 9 10 11 12 13 14 15 16 22 21 20 19 18 17 16 15 14 13 12 11 10 9 8 7 6 5 4																		ACCEPTABLE NOT ACCEPTABLE DENTAL EXAMINATION NOT DONE BY DENTAL OFFICER	

LABORATORY FINDINGS			
45. URINALYSIS A. SPECIFIC GRAVITY		46. CHEST X-RAY (Place date, film number, and result)	
B. ALBUMIN-REAGENT STRIP		PLACE AS IN ITEM 15 FILM NO.	
C. SUGAR-REAGENT STRIP		DATE RESULT	
47. SEROLOGY (Specify test used and result)		48. BLOOD TYPE AND RH FACTOR	
RPR		49. OTHER TESTS	
		HIV ANTIBODY ELISA WESTERN BLOT	
		URINE HCG	

Figure 6. SF 88, Report of Medical Examination, Side 1

NAME:			MEASUREMENTS AND OTHER FINDINGS				SSN:				
S1 HEIGHT		S2 WEIGHT		S3 COLOR HAIR		S4 COLOR EYES		S5 BUILD ☐ SLENDER ☐ MEDIUM ☐ HEAVY ☐ OBESSE		S6 TEMPERATURE HW AS COOL	
S7 BLOOD PRESSURE (Arm at heart level)						S8 PULSE (Arm at heart level)					
A SITTING SYS DIAS		B RECUMBENT SYS DIAS		C STANDING (3 min) SYS DIAS		A SITTING AFTER EXERCISE		C 2 MIN AFTER		D RECUMBENT E AFTER STANDING 3 MIN	
S9 DISTANT VISION						S10 REFRACTION					
RIGHT 20'		CORR TO 20'		BY		S		CX		CORR TO BY	
LEFT 20'		CORR TO 20'		BY		S		CX		CORR TO BY	
S11 METEOROPHORIA (Specify distance)											
BS'		ES'		RLN		LKN		PRISM DIV		PRISM CONV CT	
ACCOMMODATION				S12 COLOR VISION (Test used and result)				S13 DEPTH PERCEPTION (Test used and result) APVT			
RIGHT		LEFT		RPR				UNCORRECTED			
								CORRECTED			
S14 FIELD OF VISION				S15 NIGHT VISION (Test used and result)				S16 RED LENS TEST			
								S17 INTRAOCULAR TENSION			
S18 HEARING				S19 AUDIOMETER							
				ANSI-60							
				72 PSYCHOLOGICAL AND PSYCHOMOTOR FOR MEPS USE ONLY							
RIGHT WV				/16 SV				/16			
LEFT WV				/16 SV				/16			
S20 NOTES (Continued) AND SIGNIFICANT OR INTERVAL HISTORY ITEM 64				S21 PHYSICAL INSPECTION DATE				S22 PHYSICIAN'S SIGNATURE			
REBORN (ARMY ONLY)											

(Use additional sheets if necessary)

74 SUMMARY OF DEFECTS AND DIAGNOSES (List diagnoses with item numbers)

THIS EXAMINATION HAS BEEN
ADMINISTRATIVELY REVIEWED FOR
COMPLETENESS AND ACCURACY

75 RECOMMENDATIONS—FURTHER SPECIALIST EXAMINATIONS INDICATED (Specify)						SIGNATURE		GRADE		DATE							
77 EXAMINEE (Check) A.O. IS QUALIFIED FOR B.O. IS NOT QUALIFIED FOR 78 IF NOT QUALIFIED, LIST DISQUALIFYING DEFECTS BY ITEM NUMBER						76 A. PHYSICAL PROFILE											
						<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td>P</td> <td>U</td> <td>L</td> <td>H</td> <td>E</td> <td>S</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </table>						P	U	L	H	E	S
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						B. PHYSICAL CATEGORY											
						<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td>A</td> <td>B</td> <td>C</td> <td>E</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </table>						A	B	C	E		
A	B	C	E														
79 TYPED OR PRINTED NAME OF PHYSICIAN						SIGNATURE											
80 TYPED OR PRINTED NAME OF PHYSICIAN						SIGNATURE											
81 TYPED OR PRINTED NAME OF DENTIST OF PHYSICIAN, (indicate when)						SIGNATURE											
82 TYPED OR PRINTED NAME OF REVIEWING OFFICER OR APPROVING AUTHORITY						SIGNATURE											
						NUMBER OF ATTACHED SHEETS											

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Figure 7. SF 88, Report of Medical Examination, Side 2

714ADP AC 714ADP ACCESSION INFORMATION OPR OR
 PERSONAL DATA P R I V A C Y A C T PL93-579 APPLIES
 SSN NAME4 MEPS SPF DOA PAMDAH*O RID DATE-TIME PRINTING
 550718102 CAIR 75 DAG 890927 VPR A *R 5 900302 1549

PERSONAL DATA PSSN PNAME
 PMS FULL NAME LAST, FIRST, MI SEL-SERVICE
 N-N CAIRD TERI DARLENE *
 PMS DJS SPF SPD SRC ISC -
 CURR-ADDRESS STREET CITY ST CTRY ZIP-CODE ST-CNTY
 37 ST JOHNS COURT WALNUT CREEK CA US 94596 0000 06013
 HOME-OF-RECORD STREET CITY ST CTRY ZIP-CODE ST-CNTY
 37 ST JOHNS COURT WALNUT CREEK CA US 94596 0000 06013

CITZ SEX POP ETH MRTL ADEP DT-BIRTH RELG EDUC RCTR-ID STATN
 CA F C Y S 00 641217 01 12 L 061059620

APTITUDE DATA TY B WRK 4 STAT P TIME 06 OP TD
 CURRENT AFQT TID TST-DT ST M-SITE DFQT GS AR WK PC NO CS AS MK MC EI VE
 258 178 890921 P 751992 -018 11 09 23 09 48 67 14 12 15 09 32
 COMPOSITE ARMY GT GM EL CL MM SC CO FA OF ST
 81 89 82 85 102 89 99 97 103 90

ASP AS1 AS2 AS3 AS4 AS5 TID TST-DT M-SITE
 MEDICAL DATA TY 3 WRK 3 ST R OP MS TIME 10
 P-U-L-H-E-S-X WVR MED-FAIL HIV DRUG ALCOHOL
 3P1 1 1 1 1 -J N 28- - - 58 N-N - N

DEP DATA DEP-DOE PADG ENST RCTR-ID STATN PEF T-MOS WVR 368

ADDITIONAL DATA FROM 1966/1 ALIAS-1
 PLACE OF BIRTH CITY/ST/CNTRY ALAMEDA 06 US
 LANGUAGES N - / / / /
 DRIVERS LICENSE FLG/ST/YR/EXPIRE Y/CA/C2454750 -991031

ACCESSION DATA TY 3 WRK 1 ST A OP OL
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 061059620- 11062 63310 000000 YYD YY FTJACK
 PAT DCL SVC I/R RMKS
 SERV-REQ #TSQAA CADAG081C99082085102089099097103090

A/M SUBMSN CLOSE CASE-NR RSLT AGY
 ENTNAC A 390927 891005 892719115 F
 CONGRESSIONAL DT-RECVD DT-CLOSED P/R

DAILY WRK-STAT-DOA-MEP-SPF WRK-STAT-DOA-MEP-SPF WRK-STAT-DOA-MEP-SPF
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PRIOR WRK-STAT-DOA-MEP-SPF WRK-STAT-DOA-MEP-SPF WRK-STAT-DOA-MEP-SPF
 HISTORY 8080-R-900131-75-DAG 8070-R-900116-75-DAG 8400-P-991108-75-DAG
 8050-P-891002-75-DAG 8000-P-890929-75-DAG 8001-A-890927-75-DAG

9

Figure 11. 714ADP Accession Information

RECORD OF MILITARY PROCESSING - ARMED FORCES OF THE UNITED STATES												Form Approved OMB No. 0704-0173 Exp Date Jun 30, 1988																																																																																																						
Before completing this form, read Privacy Act Statement, Warning, and Instructions on reverse																																																																																																																		
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SECTION I - PERSONAL DATA																																																																																																																		
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12. DATE OF BIRTH (YYMMDD)				13. RELIGIOUS PREFERENCE (Optional)				14. EDUCATION (Highest Grade Completed)				15. PROFICIENT IN FOREIGN LANGUAGE (Yes or No) (If yes, specify language)																																																																																																						
16. VALID DRIVER'S LICENSE (Yes or No) (If yes, list state, number, and expiration date)						17. PLACE OF BIRTH (City, State and Country)																																																																																																												
SECTION II - EXAMINATION AND ENTRANCE DATA PROCESSING CODES FOR OFFICE USE ONLY - DO NOT WRITE IN THIS SECTION - GO ON TO PAGE 2, QUESTION 23																																																																																																																		
18. APTITUDE TEST RESULTS																																																																																																																		
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DD Form 1966/1, AUG 85

S/N 0100-LF-001-0000

Previous editions are obsolete

ORIGINAL REVERSE

Figure 12. DD Form 1966/1, Record of Military Processing

For use of this form, see USMEPCOM Reg 601 - 18

REPORT OF ADDITIONAL INFORMATION See Privacy Act Statement on reverse			
1 IDENTIFICATION DATA			
a APPLICANT NAME (Last, First, MI)		b SSN	c DATE
d MEPS	e INTERVIEWER	f SERVICE : USA USMC USN USAF ☐ RESERVE ☐ NG ☐ OTHER	
2 THE APPLICANT DISCLOSED THE FOLLOWING ADDITIONAL INFORMATION DURING a ☐ PEI ☐ PAI ☐ OTHER (Describe circumstances in section 2b)			
3 MEPS CONSIDERATION OF ADDITIONAL MEDICAL INFORMATION			
a MEPS PHYSICIAN UNAVAILABLE MEPS COMMANDER UNABLE TO CLEAR APPLICANT FOR FURTHER PROCESSING APPLICANT MUST SEE MEPS PHYSICIAN BEFORE FURTHER PROCESSING MEPRS STATUS CODE "N"		DATE	INITIAL
b ADDITIONAL INFORMATION HAS BEEN CONSIDERED WITH THE FOLLOWING RESULT (1) ☐ NO CHANGE IN PHYSICAL QUALIFICATION FOR ENLISTMENT. MEPRS STATUS CODE _____ (2) ☐ PROFILE CHANGED, APPLICANT QUALIFIED FOR ENLISTMENT. MEPRS STATUS CODE _____ (3) ☐ PROFILE CHANGED, APPLICANT NOT QUALIFIED FOR ENLISTMENT. MEPRS STATUS CODE _____			
c NAME OF MEDICAL OFFICER/COMMANDER, ACTING COMMANDER (Circle one)		d SIGNATURE	e DATE
4 RECRUITING SERVICE CONSIDERATION OF ADDITIONALLY DISCLOSED INFORMATION			
a ☐ ADDITIONAL INFORMATION NOT DISQUALIFYING. CONTINUE PROCESSING _____ b ☐ ADDITIONAL INFORMATION REQUIRED WAIVER (NOW INCLUDED). CONTINUE PROCESSING _____ c ☐ ADDITIONAL INFORMATION PERMANENTLY DISQUALIFYING. DO NOT PROCESS _____ d ☐ ADDITIONAL INFORMATION TEMPORARILY DISQUALIFYING. DO NOT PROCESS APPLICANT UNTIL FURTHER NOTICE _____			
REMARKS _____			
a NAME RANK SSN OF SERVICE REP. REPRESENTATIVE/JAISON/COUNSELOR		f SIGNATURE	g DATE
5 MEPRS CODING			
a INITIAL MEPRS STATUS CODE _____ ENTERED _____ b SUBSEQUENT MEPRS STATUS CODE _____ ENTERED _____			

USMEPCOM Form 701, 1 May 85

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE

APPLICANT'S FILE COPY 1

Figure 13. USMEPCOM Form 701, Report of Additional Information

ENLISTMENT / REENLISTMENT DOCUMENT ARMED FORCES OF THE UNITED STATES				
<u>PRIVACY ACT STATEMENT</u>				
AUTHORITY: 5 USC 3331, 32 USC 708, 44 USC 708, 44 USC 3101, and Sections 133, 265, 275, 504, 508, 510, 591, 672(d), 678, 837, 1007, 1071 through 1087, 1168, 1169, 1475 through 1480, 1553, 2107, 2122, 3012, 5031, 8012, 8033, 8496, and 9411 of 10 USC and in Executive Orders 9397, 10450, and 11652				
PRINCIPAL PURPOSES: To record enlistment or reenlistment into the U. S. Armed Forces. This information becomes a part of your military personnel records which are used to provide promotion, reassignment, training, medical support, and other personnel management actions for you. Your Social Security Number is necessary to identify you and your records, and to properly report your earnings as a member of the U. S. Armed Forces to the Social Security Administration. The data is FOR OFFICIAL USE ONLY and will be maintained in strict confidence in accordance with Federal law and regulations.				
ROUTINE USES: To document your enlistment/reenlistment agreement with the U. S. Armed Forces, to record voluntary changes in your enlistment/reenlistment agreement, to determine dates of service and seniority, and for such other routine personnel management actions required to maintain normal career progression as a member of a component of the U. S. Armed Forces.				
DISCLOSURE IS VOLUNTARY: However, failure to furnish information will result in denial of enlistment or reenlistment.				
A. ENLISTEE / REENLISTEE IDENTIFICATION DATA				
1. NAME (Last, First, Middle)		2. SOCIAL SECURITY NUMBER		
3. HOME OF RECORD (Street, City, State, ZIP Code)		4. PLACE OF ENLISTMENT / REENLISTMENT (Mil. Installation, City, State)		
5. DATE OF ENLISTMENT / REENLISTMENT (YYMMDD)	6. DATE OF BIRTH (YYMMDD)	7. PREV MIL SVC UPON ENL / REENLIST	YEARS	MONTHS
		a. Total Active Military Service		
		b. Total Inactive Military Service		
B. AGREEMENTS				
8. I am enlisting / reenlisting in the United States (list branch of service) _____ this date for _____ years and _____ weeks beginning in pay grade _____. The additional details of my enlistment / reenlistment are in Section C and Annex(es) _____.				
a. FOR ENLISTMENT IN A DELAYED ENTRY / ENLISTMENT PROGRAM (DEP): I understand that I will be ordered to active duty as a Reservist unless I report to the place shown in item 4 above by (list date (YYMMDD)) _____ for enlistment in the Regular component of the United States (list branch of service) _____ for not less than _____ years and _____ weeks. My enlistment in the DEP is in a nonpay status. I understand my period of time in the DEP is NOT creditable for pay purposes upon entry into a pay status. However, I also understand that this time is counted toward fulfillment of my military service obligation or commitment. I must maintain my current qualifications and keep my recruiter informed of any changes in my physical or dependency status, moral qualifications, and mailing address.				
b. Remarks: (if none, so state) _____				
c. The agreements in this section and attached annex(es) are all the promises made to me by the Government. ANYTHING ELSE ANYONE HAS PROMISED ME IS NOT VALID AND WILL NOT BE HONORED. (Initials of Enlistee/Reenlistee) _____ (Continued on reverse side)				

DD Form 4/1, MAY 85

Previous editions are obsolete

Figure 14. DD Form 4/1, Enlistment/Reenlistment Document

NAME OF ENLISTEE / REENLISTEE (Last, First, Middle)		SOCIAL SECURITY NO. OF ENLISTEE / REENLISTEE	
D. CERTIFICATION AND ACCEPTANCE			
13a. My acceptance for enlistment is based on the information I have given in my application for enlistment. If any of that information is false or incorrect, this enlistment may be voided or terminated administratively by the Government or I may be tried by a Federal, civilian, or military court and, if found guilty, may be punished. I CERTIFY THAT I HAVE CAREFULLY READ THIS DOCUMENT. ANY QUESTIONS I HAD WERE EXPLAINED TO MY SATISFACTION. I FULLY UNDERSTAND THAT ONLY THOSE AGREEMENTS IN SECTION B OF THIS DOCUMENT OR RECORDED ON THE ATTACHED ANNEXES WILL BE HONORED. ANY OTHER PROMISES OR GUARANTEES MADE TO ME BY ANYONE ARE WRITTEN BELOW: (If none, X "NONE" and initial) ☐ NONE _____ (Initials of enlistee / reenlistee)			
b SIGNATURE OF ENLISTEE / REENLISTEE		c DATE SIGNED (YYMMDD)	
14a. On behalf of the United States (list branch of service) _____, I accept this applicant for enlistment. I have witnessed the signature in item 13b to this document. I certify that I have explained that only those agreements in Section B of this form and in the attached Annex(es) will be honored, and any other promises made by any person are not effective and will not be honored.			
SERVICE REPRESENTATIVE INFORMATION			
b NAME (Last, First, Middle)		c PAY GRADE	
d UNIT / COMMAND NAME		e SIGNATURE	
f DATE SIGNED (YYMMDD)		g UNIT / COMMAND ADDRESS (City, State, ZIP Code)	
E. CONFIRMATION OF ENLISTMENT OR REENLISTMENT			
15. IN THE ARMED FORCES <u>EXCEPT</u> THE NATIONAL GUARD (ARMY OR AIR): I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God. 16. IN THE NATIONAL GUARD (ARMY OR AIR): I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States and the State of _____ against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the Governor of _____ and the orders of the officers appointed over me, according to law and regulations. So help me God. 17. IN THE NATIONAL GUARD (ARMY OR AIR): I do hereby acknowledge to have voluntarily enlisted / reenlisted this _____ day of _____, 19____ in the _____ National Guard and as a Reserve of the United States (list branch of service) _____ with membership in the _____ National Guard of the United States for a period of _____ years, _____ months, _____ days, under the conditions prescribed by law, unless sooner discharged by proper authority.			
18a. SIGNATURE OF ENLISTEE / REENLISTEE		b DATE SIGNED (YYMMDD)	
19a. The above oath was administered, subscribed, and duly sworn to (or affirmed) before me this date _____			
ENLISTMENT / REENLISTMENT OFFICER INFORMATION			
b NAME (Last, First, Middle)		c PAY GRADE	
d UNIT / COMMAND NAME		e SIGNATURE	
f DATE SIGNED (YYMMDD)		g UNIT / COMMAND ADDRESS (City, State, ZIP Code)	

DD Form 4/2 MAY 85

Previous editions are obsolete

Figure 15. DD Form 4/2, Enlistment/Reenlistment Document

NAME OF ENLISTEE / REENLISTEE (Last, First, Middle)		SOCIAL SECURITY NO. OF ENLISTEE / REENLISTEE	
F. DISCHARGE FROM DELAYED ENTRY / ENLISTMENT PROGRAM			
20a. I request to be discharged from the Delayed Entry/Enlistment Program (DEP) and enlisted in the Regular Component of the United States (list branch of service) _____ for a period of _____ years and _____ weeks. No changes have been made to my enlistment options OR if changes were made they are recorded on Annex(es) _____ which replace(s) Annex(es) _____.			
b. SIGNATURE OF DELAYED ENTRY / ENLISTMENT PROGRAM ENLISTEE		c. DATE SIGNED (YYMMDD)	
G. APPROVAL AND ACCEPTANCE BY SERVICE REPRESENTATIVE			
21a. This enlistee is discharged from the Reserve Component shown in item 8 and is accepted for enlistment in the Regular Component of the United States (list branch of service) _____ in pay grade _____.			
SERVICE REPRESENTATIVE INFORMATION			
b. NAME (Last, First, Middle)		c. PAY GRADE	d. UNIT / COMMAND NAME
e. SIGNATURE		f. DATE SIGNED (YYMMDD)	g. UNIT / COMMAND ADDRESS (City, State, ZIP Code)
H. CONFIRMATION OF ENLISTMENT OR REENLISTMENT			
22a. IN A REGULAR COMPONENT OF THE ARMED FORCES: I, _____ do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations and the Uniform Code of Military Justice. So help me God.			
b. SIGNATURE OF ENLISTEE / REENLISTEE		c. DATE SIGNED (YYMMDD)	
23a. The above oath was administered, subscribed, and duly sworn to (or affirmed) before me this date _____			
ENLISTMENT OFFICER INFORMATION			
b. NAME (Last, First, Middle)		c. PAY GRADE	d. UNIT / COMMAND NAME
e. SIGNATURE		f. DATE SIGNED (YYMMDD)	g. UNIT / COMMAND ADDRESS (City, State, ZIP Code)

DD Form 4/3, MAY 85

Previous editions are obsolete

Figure 16. DD Form 4/3, Enlistment/Reenlistment Document

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9. USMEPCOM Regulation 680-1, "Military Entrance Processing Reporting System," 19 December 1989.
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