

**THE 1996 DOD RECRUITER SURVEY:  
PROFILES AND TRENDS**

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19980209 001

**DMDC Report No. 97-019**  
**November 1997**

# **1996 DOD RECRUITER SURVEY: PROFILES AND TRENDS**

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## **ACKNOWLEDGEMENTS**

The authors wish to express their appreciation to Dr. Gary Feuerberg, DMDC Project Officer, for his interest, direction and many helpful suggestions provided throughout the course of this project.

# PROFILES AND TRENDS FOR THE 1996 DoD RECRUITER SURVEY

## EXECUTIVE SUMMARY

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### PURPOSE

Beginning in 1989, and in subsequent years, 1991, 1994 and 1996, the Department of Defense (DoD) has carried out surveys of military recruiters. These surveys, based on large, randomized samples, have been conducted in response to Congressional concern regarding the quality of life of recruiters and the ultimate success of the military accession mission. The 1996 Recruiter Survey covered many of the same topics as the previous surveys, allowing trend analyses to be undertaken. These topics include: recruiters' perceptions of the adequacy of their training and preparation and that of their families, the reasonableness of individual and unit recruiting goals, the demands and stresses associated with meeting those goals, the adequacy of supervisor and command support as well as leadership in reaching goals, the level of recruiter out-of-pocket expenses, the frequency of improprieties that occur in recruiting, and the success of recent DoD recruiter-focused policies and initiatives. In addition, this most recent survey adds a significant number of new items, including ones on accessibility and physical attractiveness of the recruiting office to potential recruits, level of cooperation from high schools, the amount of paperwork required to get reimbursed for recruiting expenses, the adequacy and attractiveness to potential recruiters of the recent increase in SDAP, the kind of job recruiter leadership does in apprising recruiters of initiatives to improve their quality of life, as well as the need for an orientation program for spouses on recruiting hardships.

### METHODS

The target population for the 1996 Recruiter Survey, as with the previous survey, was recruiters who have monthly goals (production recruiting) and at least one year of recruiting duty. The sampling frame, from which approximately a 50 percent sample was drawn, consisted of all military personnel identified by each of the Active-Duty Services and the Reserve and Guard Components as involved in recruiting. Following pre-notification letters by about two weeks, survey forms were first mailed on November 5, 1996, to 7,162 recruiters identified from the sampling frame. Reminder letters went out two weeks later. A second form was mailed one month after the reminder letter to sample members who had not returned their completed forms. The survey field was closed on February 3, 1997.

The number of returned, usable forms totaled 4,857, or 67.8 percent of the sample. However, 849 of the 4,857 usable forms came from individuals who either did not meet the two criteria of having at least one year of recruiting experience and monthly goals, or they did not indicate their service branch on the survey form, or they were identified as ineligible by the Survey Operations Contractor<sup>1</sup>. These 849 cases were excluded, leaving 4,008 recruiters in the sample for the descriptive analysis. With the use of DEERS/Master File data supplied by the DMDC Project Officer, however, all 21 cases originally missing branch of service designation were assigned to a Service or Component, making 4,029 cases available for the multivariate analysis. Both descriptive analysis based on crosstabulations of responses by each Active-Duty Service and Reserve/Guard Component and multiple regression analysis of responses from recruiters as a whole were undertaken.

## SUMMARY AND CONCLUSIONS

Recruiter responses to the 1996 Survey indicate that a very sizable proportion are dissatisfied with recruiting duty. Level of satisfaction varies across Active-Duty Services and Reserve and Guard Components. However, recruiters from the Reserve and Guard Components and from the Coast Guard, overall, are more positive in their assessment of recruiting than are Active-Duty DoD Recruiters. Among Active-Duty Recruiters satisfaction is lowest in the Army; and among Reserve and Guard Component Recruiters, those in the Army Reserve are the least satisfied.

The picture with respect to performance largely parallels that drawn for satisfaction level. That is, success in reaching goal is lower among Active-Duty DoD Recruiters than among Reserve and Guard Recruiters; and Army and Army Reserve Recruiters report the lowest achievement levels among Active-Duty and Reserve Components, respectively.

Judging by the measures of quality of life for military recruiters common to the 1996 and 1994 surveys, things clearly are getting worse. Whether one looks at performance in terms of achievement of goals, at feelings of stress, level of perceived improprieties, assessment of leadership and support from supervisors, or a direct appraisal of satisfaction with recruiting or military life in general, the indicators for Active-Duty DoD Recruiters are all heading south; and many of these measures for Reserve and Guard Component Recruiters as a whole suggest deterioration in their perception of the quality of their lives as well.

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<sup>1</sup> Responding Recruiters are included in the analysis if they filled in any response other than the first, "less than one year," in Question 3, and if they filled in only one circle under Question 20 and that circle was neither of the first two. By filling in either of the first two responses to Question 20, "In how many of the past 12 months did you achieve your monthly goals?", recruiters indicated that the question was not applicable because they have no specific monthly goals or for some other non-specified reason.

Army Recruiters, who are the least satisfied in 1996, typically registered the lowest level of satisfaction in previous surveys as well. However, even the Air Force and Coast Guard, which have reported relatively higher levels of satisfaction in the past, are slipping significantly in their appraisals.

Paralleling the decrease in satisfaction is a steep decline since 1994 in reported achievement of recruiting goals. In fact, the proportion reaching the annual recruiting goal has dropped to the level existing in 1989. All services and components experienced a decline, with the exception of the Air National Guard. Moreover, all measures of perceived achievability are substantially lower than those reported in 1994.

Job demands are viewed as getting more onerous. Virtually all measures show an increase in burden. Reported duty hours are up; and all Services and Components report less free time for personal duties, and more claim that annual leave was not taken in order to attend to recruiting duties. Recruiters also registered an increase in unreasonable demands. Increasing proportions allege they are punished if they fail to make goal, and that even when they reach goal, they are pressured to exceed it.

Most of the indicators that were included also suggest that recruiting is getting more difficult, with growing hindrances to success such as fewer incentive packages that can be discussed with recruits and shrinking cooperation from high school counselors. Perhaps as a reflection of the growing challenges to the accomplishment of their mission, and the accompanying feelings of job pressure, more recruiters are perceiving increased improprieties taking place around them. However, except for the Army and the Army National Guard, recruiters perceive no such increase taking place in sexual misconduct.

As reflected by measures contained in the past two surveys, the military recruiting mission appears to be in trouble, facing perhaps unprecedented challenges in the current societal context. The Army faces a particularly challenging uphill battle to meet accession needs. Meanwhile, military commands are trying to fulfill their mission with less experienced recruiters than in the past, and with recruiters who perceive that they are not supported well by their supervisors. Indeed, the multivariate analysis carried out on the 1996 survey responses indicates that cooperation of superiors is an important predictor of four of the six variables tested. It proved to be the most powerful predictor of perceived pressures to achieve goal and sense of goal achievability as well as satisfaction with leadership. As well, it turned out to be a statistically significant predictor of satisfaction itself. Thus, it is in addressing recruiter supervision and leadership that the recruiting commands or the larger services and components may be able to make the most immediate improvements. This conclusion is supported strongly by other research.

# PROFILES AND TRENDS FOR THE 1996 DoD RECRUITER SURVEY

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## **CHAPTER 1: BACKGROUND**

### **INTRODUCTION**

Beginning in 1989, and in subsequent years, 1991, 1994 and now 1996, the Department of Defense (DoD) has carried out surveys of military recruiters. These surveys, based on large, randomized samples, have been conducted in response to Congressional concern regarding the quality of life of recruiters and the ultimate success of the military accession mission. That critical mission, the maintenance of an adequate size, highly-qualified U.S. military force, places recruiting units of the various Active-Duty Services and Reserve and National Guard Components under considerable pressure to meet accession goals. The information obtained on recruiters' perceptions of the adequacy of their training and preparation and that of their families, the reasonableness of individual and unit recruiting goals, the demands and stresses associated with meeting those goals, the adequacy of supervisor and command support and leadership in reaching goals, the level of recruiter out-of-pocket expenses, the frequency of improprieties that occur in recruiting, and the success of recent specific DoD recruiter-focused policies and initiatives can be used by the various Active-Duty Services and Reserve and National Guard Components to develop corrective measures when obstacles to recruiter quality of life and the accession mission are reported.

The 1996 survey was mailed to the recruiter sample the same week that the media's allegations of Army trainers' sexual misconduct were making headlines nationwide. Repercussions (with intimations of a possible cover-up by the DoD) surrounding the "Gulf War Syndrome" also were being rather widely discussed at this time. Aside from these more dramatic events, there have been at least two relevant internal DoD developments that could affect the quality of life of recruiters: an increase in Special Duty Assignment Pay (SDAP) for recruiters, as well as increased numerical goals for new recruits in 1996 across most of the Services.

The 1996 Recruiter Survey covers many of the same topics as the previous surveys, allowing trend analyses to be undertaken. In addition, this most recent survey adds a significant number of new items, including ones on accessibility and physical attractiveness of the recruiting office to potential recruits, level of cooperation from high schools, the amount of paperwork required to get reimbursed for recruiting expenses, the adequacy and attractiveness to potential recruiters of the recent increase in SDAP, the kind of job recruiter leadership does in apprising recruiters of initiatives to improve their quality of life, as well as the need for an orientation program for spouses on recruiting hardships.

### **METHODS**

The target population for the 1996 Recruiter Survey is recruiters who have monthly goals (production recruiting) and at least one year of recruiting duty. The sampling frame, from which approximately a 50 percent sample was drawn, consisted of all military personnel identified by each of the Active-Duty Services and the Reserve and Guard Components as involved in recruiting. From these sources, it was possible for the Defense Manpower Data Center to identify only whether

personnel were involved in some aspect of recruiting, including recruiter training, health care professional recruiting, and recruiter supervision, as well as production recruiting. Within this larger group, goal-oriented recruiters with at least one year's recruiting duty experience have been identified through responses to two survey items.<sup>1</sup>

Following pre-notification letters by about two weeks, survey forms were first mailed on November 5, 1996, to 7,162 recruiters identified from the sampling frame. Reminder letters went out two weeks later. A second form was mailed one month after the reminder letter to sample members who had not returned their completed forms. The survey field was closed on February 3, 1997.

The number of returned, usable forms totaled 4,857, or 67.8 percent of the sample. However, 849 of the 4,857 usable forms came from individuals who either did not meet the two criteria of having at least one year of recruiting experience and monthly goals, or they did not indicate their service branch on the survey form or they were identified as ineligible by the Survey Operations Contractor.<sup>2</sup> These 849 cases were excluded, leaving 4,008 recruiters in the sample for the descriptive analysis. (The distribution of survey cases by eligibility status is displayed in Appendix A, Table A-1 and the distribution of the final sample of respondents by Service and Component is displayed in Appendix A, Table A-2.) With the use of DEERS/Master File data supplied by the Project Officer, all 21 cases originally missing branch of service designation were assigned to a Service or Component, making 4,029 cases available for the multivariate analysis. Both descriptive analysis based on cross-tabulations of survey responses by each Active-Duty Service and Reserve/Guard Component and multivariate analysis of responses from recruiters as a whole were undertaken.

The next chapter of this report contains the results of the descriptive analysis. Chapter 3 presents the findings from the multivariate analysis, and Chapter 4 provides a summary and study conclusions.

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<sup>1</sup>Responding Recruiters are included in the analysis if they filled in any response other than the first, "less than one year," in Question 3, and if they filled in only one circle under Question 20 and that circle was neither of the first two. By filling in either of the first two responses to Question 20, "In how many of the past 12 months did you achieve your monthly goals?", recruiters indicated that the question was not applicable because they have no specific monthly goals or for some other non-specified reason.

<sup>2</sup>Only four cases were identified by the Survey Operations Contractor as ineligible.

## CHAPTER 2: DESCRIPTIVE ANALYSIS RESULTS

In the following pages, selected findings from the 1996 Survey are presented in terms of simple relative proportions of recruiters who responded one way versus another way. These percentages are presented for Active-Duty DoD Recruiters in the aggregate, and significant differences across the Services are noted. Each Active-Duty Service is compared to the aggregate for all Active-Duty DoD Services, less the Service being compared. Results for Coast Guard Recruiters are reported separately, but are compared to those of all Active-Duty DoD Services. Similarly, findings for Reserve and National Guard Recruiters, as a whole, are described, followed by observations of substantial differences across the Components. Again, each Component is compared to the aggregate Reserve and National Guard figure, less the Component at issue. Comparisons with findings from any of the three previous surveys in which the same question was included are discussed as well. Generally, comparisons across Services or Components and across surveys are made only if the differences are statistically significant (alpha level is 0.05 or less). The results of tests of statistical significance are included in a separate chart under each table. Coast Guard Recruiters were not included in the surveys prior to 1994. Reserve and National Guard Components were not included in the 1989 Survey; and in the 1991 Survey, the number of Army Reserve Recruiters was too small to include in that analysis. Tables and charts displaying the percentages discussed are referenced and can be found on the closest available page following first mention in the text.

This report does not cover every item in the 1996 Survey. Only items new to the 1996 Survey and items of greatest policy salience are covered. Other remaining items are included in the survey database. Open-ended questions in the survey eliciting recruiters' comments are analyzed in a separate report entitled, *Analysis of the 1996 DoD Recruiter Survey Comments* (DMDC 97-020).

### GOAL ACHIEVEMENT

Meeting goals for enlistment of new recruits each month is the central focus of the military recruiter's job and the key criterion for judging success. Several survey items measure goal achievement. The most direct question asks for the number of months out of the past twelve that the recruiter achieved his or her monthly goal. Less direct questions focus on goal achievability, adequacy of the assigned market area, and the chance an experienced recruiter would have making goal in the recruiter's zone or area.

#### Actual Achievement

##### *Active-Duty*

As Table 1 and Figure 1 reveal, 41.9 percent of all Active-Duty DoD Recruiters achieved their assigned goals in at least nine of the previous 12 months. This proportion, however, differs substantially by Service. Slightly more than one-fourth (28.9%) of Army Recruiters achieved goal

Table 1  
*Number of Months in Previous Year Achieved Monthly Goals (Percentage)*

Q20-Recode	< 3 months	3-8 months	9+ months
<b>Total Active-Duty DoD</b>			
1996	10.0	48.1	41.9
1994	5.7	43.1	51.3
1991	2.7	37.5	59.8
1989	7.8	48.4	43.9
<b>Army</b>			
1996	16.3	54.9	28.9
1994	5.6	45.5	48.8
1991	2.7	49.2	48.1
1989	11.1	61.9	27.0
<b>Navy</b>			
1996	3.8	43.5	52.8
1994	6.7	42.9	50.4
1991	2.5	26.5	71.0
1989	5.3	35.5	59.2
<b>Marine Corps</b>			
1996	6.4	44.0	49.5
1994	6.3	42.7	51.0
1991	3.3	33.2	63.5
1989	5.5	43.2	51.4
<b>Air Force</b>			
1996	3.4	34.8	61.8
1994	1.6	34.1	64.3
1991	2.3	24.9	72.8
1989	1.9	25.7	72.4
<b>Coast Guard<sup>a</sup></b>			
1996	9.0	28.0	63.0
1994	1.4	27.4	71.2
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	5.3	30.3	64.4
1994 <sup>d</sup>	4.9	30.4	64.6
	6.0	29.1	64.9
1991 <sup>e</sup>	4.8	34.5	60.7
<b>Army Reserve</b>			
1996	7.7	35.7	56.6
1994	2.0	34.3	63.7
1991	13.0	13.0	73.9
<b>Army National Guard</b>			
1996	4.8	31.6	63.6
1994	6.7	30.8	62.5
1991	4.7	36.6	58.7

Table 1 (cont.)

<b>Navy Reserve</b>				
1996	1.8	19.4	78.8	
1994	1.7	19.2	79.1	
1991	1.0	14.3	84.8	
<b>Air Force Reserve</b>				
1996	7.0	32.6	60.5	
1994	6.6	16.5	76.9	
1991	5.1	23.1	71.8	
<b>Air National Guard</b>				
1996	6.3	19.9	73.8	
1994	7.5	38.8	53.7	
1991	9.3	38.2	52.5	

Chi-Square Significance (Q20-Recode)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.05
Army	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.01	p < 0.05	p < 0.01	p < 0.01
Marine Corps	p < 0.01	n.s.	p < 0.01	n.s.
Air Force	p < 0.01	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	p < 0.01	N/A
Army National Guard	n.s.	n.s.	n.s.	N/A
Navy Reserve	p < 0.01	n.s.	n.s.	N/A
Air Force Reserve	n.s.	p < 0.01	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

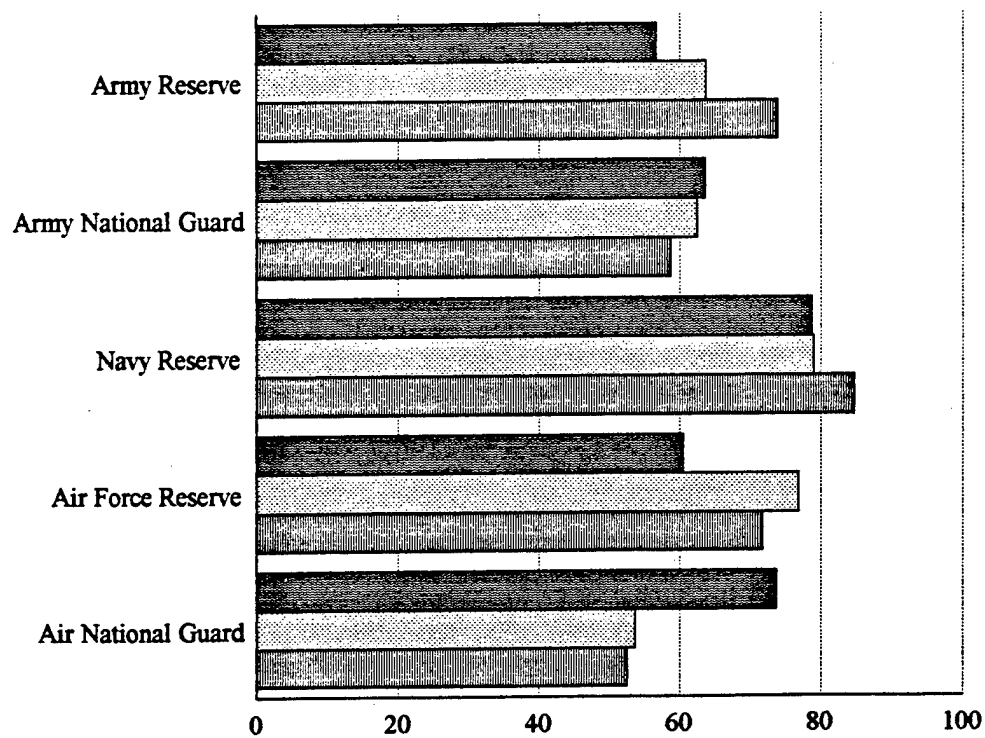
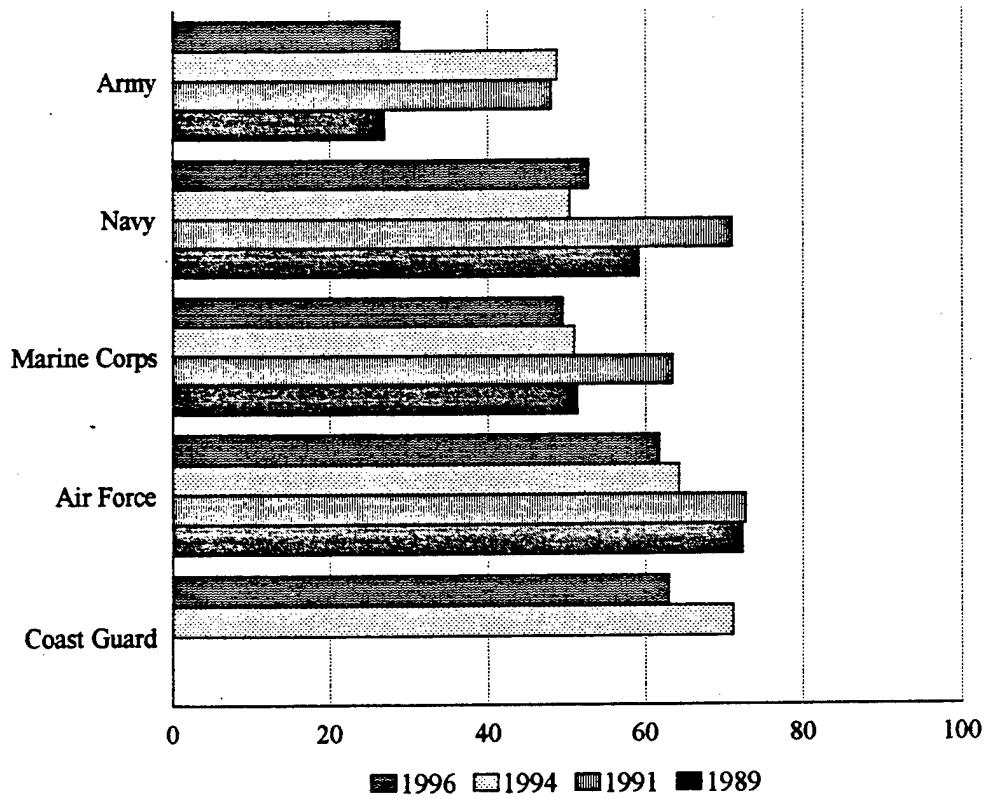


Figure 1  
*Percentage Actually Achieving Monthly Goals 9+ Months in the Past 12 Months*

Recruiters (52.8%), and Marine Corps Recruiters (49.5%) also reached this threshold. Among Coast Guard Recruiters, nearly two-thirds (63.0%) achieved their assigned goals in at least nine of the past 12 months. Differences at the lower end of achievement also are notable. Whereas only 3.4 percent of Air Force Recruiters report making goal in fewer than three months out of the year, 16.3 percent of Army Recruiters report this low level of achievement.

The 41.9 percent of all Active-Duty DoD Recruiters who reached goal in at least nine months of the past year is significantly lower than in 1994, when it was 51.3 percent; and it is sharply lower than in 1991, when it was 59.8 percent. The 1996 figure, however, is only slightly lower than the 1989 figure, which was 43.9 percent. The success level among Coast Guard Recruiters is down also to 63.0 percent, from 71.2 percent reported in 1994.

### *Reserve and Guard Components*

Among recruiters in the Reserve and National Guard Components, almost two-thirds (64.4%) achieved goal in at least nine of the past 12 months. These success rates also varied significantly across the Components. At the upper end, 78.8 percent of Navy Reserve Recruiters achieved this level of success, while among Army Reserve Recruiters, only 56.6 percent reported meeting their goals in at least nine of the past 12 months.

In marked contrast to Active-Duty Recruiters, among whom the proportion making goal at least 9 months out of the past 12 dropped from 51.3 percent in 1994 to 41.9 percent in 1996, the proportion of Reserve and Guard Component Recruiters who reached this threshold remained virtually unchanged since 1994 (64.6% then and 64.4% now). It is up dramatically in the Air National Guard (73.8% in 1996 versus 53.7% in 1994 and 52.5% in 1991). Air Force Reserve Recruiters experienced a sharp drop: from 76.9 percent in 1994 to 60.5 percent in 1996.

## **Goal Achievability**

### *Active-Duty*

Among all Active-Duty DoD Recruiters, 47.4 percent agreed with the statement that monthly goals are achievable (see Table 2 and Figure 2). Slightly more than one-fourth (28.0%) disagreed. Perception of goal achievability varies significantly across the Services, however. While just slightly more than one-third (34.3%) of Army Recruiters agreed with achievability, nearly two-thirds (62.9%) of Navy Recruiters and 58.8 percent of Air Force Recruiters voiced agreement. The proportion among Coast Guard Recruiters was even larger (63.0%).

The proportion of all Active-Duty DoD Recruiters perceiving that goals are achievable has declined by approximately seven percentage points from what it was in 1994 (47.4% now versus 54.5% in 1994). The drop from 1991, when the proportion measured 75.1 percent, can only be described as precipitous. However, the proportion in 1989 (56.2%) closely resembles the situation in 1994. The significant drop from 1994 to 1996 occurred among Army Recruiters (from 48.1% to 34.3%), while agreement rose slightly among Navy Recruiters (from 60.2% in 1994 to 62.9% in

Table 2  
*Monthly Goals are Achievable (Percentage)*

Q19A	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	47.4	24.6	28.0
1994	54.5	23.1	22.4
1991	75.1	16.7	8.1
1989	56.2	25.8	18.0
<b>Army</b>			
1996	34.3	27.7	38.0
1994	48.1	26.6	25.3
1991	66.7	21.4	11.9
1989	45.3	31.5	23.3
<b>Navy</b>			
1996	62.9	21.7	15.4
1994	60.2	19.6	20.1
1991	83.4	11.4	5.1
1989	59.7	24.2	16.1
<b>Marine Corps</b>			
1996	52.9	22.7	24.3
1994	57.6	22.2	20.2
1991	79.7	15.7	4.6
1989	69.2	19.4	11.4
<b>Air Force</b>			
1996	58.8	21.0	20.2
1994	59.6	20.2	20.2
1991	80.9	13.3	5.8
1989	79.8	12.3	7.9
<b>Coast Guard<sup>a</sup></b>			
1996	63.0	15.0	22.0
1994	53.4	20.5	26.0
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	52.8	20.6	26.6
1994 <sup>d</sup>	54.3	18.9	26.7
	55.9	17.9	26.2
1991 <sup>e</sup>	63.0	20.1	16.9
<b>Army Reserve</b>			
1996	36.6	24.8	38.6
1994	49.7	21.9	28.4
1991	56.5	21.7	21.7
<b>Army National Guard</b>			
1996	57.4	18.9	23.7
1994	53.9	17.9	28.2
1991	60.7	21.5	17.8



Table 2 (cont.)

Navy Reserve				
1996	53.1	23.3	23.6	
1994	56.9	22.7	20.4	
1991	72.8	15.5	11.7	
Air Force Reserve				
1996	56.5	18.8	24.7	
1994	66.7	11.5	21.8	
1991	73.1	15.4	11.5	
Air National Guard				
1996	74.2	13.6	12.2	
1994	65.9	12.1	22.0	
1991	70.3	14.0	15.8	

Chi-Square Significance (Q19A)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.01	p < 0.05	p < 0.01	n.s.
Marine Corps	p < 0.01	n.s.	p < 0.01	p < 0.01
Air Force	p < 0.01	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.05	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	n.s.	N/A
Army National Guard	p < 0.01	n.s.	p < 0.05	N/A
Navy Reserve	n.s.	n.s.	p < 0.01	N/A
Air Force Reserve	n.s.	p < 0.01	p < 0.01	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

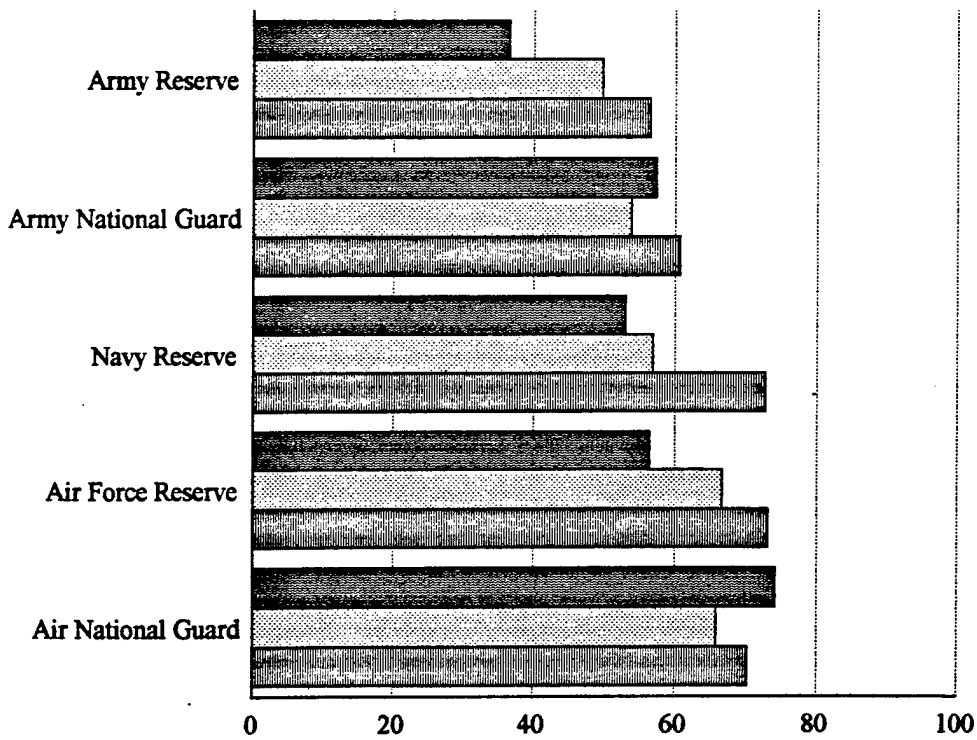
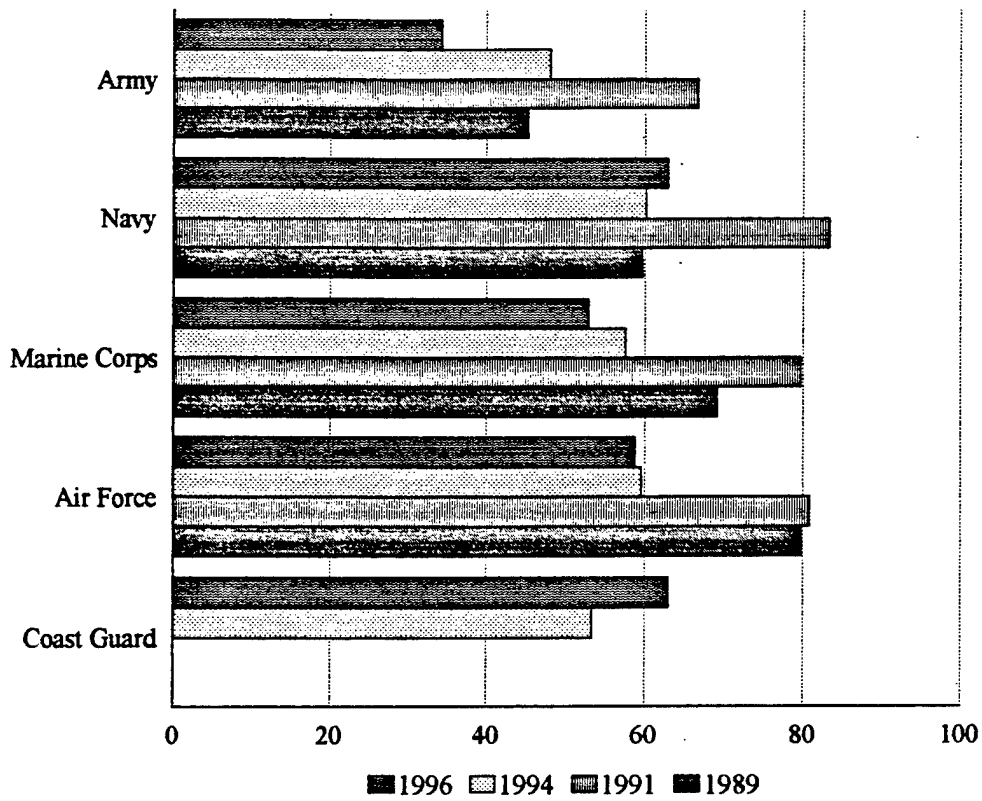


Figure 2  
*Percentage Agree That Monthly Goals Are Achievable*

1996). Within the Coast Guard, perception of achievability is up significantly from that measured in 1994 (63.0% in 1996 versus 53.4% in 1994).

### ***Reserve and Guard Components***

Overall, 52.8 percent of recruiters representing Reserve and Guard Components agreed that monthly goals are achievable, while 26.6 percent disagreed. Again, the variability across Components is very large. While 74.2 percent of Air National Guard Recruiters felt monthly goals are achievable, 57.4 percent of Army National Guard and only 36.6 percent of Army Reserve Recruiters expressed this opinion. Perception of achievability among all Reserve and Guard Recruiters has remained virtually unchanged since 1994 (54.3% then versus 52.8% now).

### **Adequacy of Assigned Market Area**

#### ***Active-Duty***

As revealed in Table 3 and Figure 3, about two-fifths (41.1%) of all Active-Duty DoD Recruiters agreed that their assigned market area is adequate to make goal. Almost the same proportion (38.3%) disagreed. Army Recruiters were the least likely to agree (27.9%) while Navy and Air Force Recruiters were the most likely to agree (56.9% and 53.4%, respectively). Coast Guard Recruiters agreed by an even larger margin (65.0%).

The proportion of Active-Duty DoD Recruiters who view their market area as adequate to achieve goals has slipped to 41.1 percent in 1996 from 45.7 percent in 1994, and from 63.0 percent in 1991. It's even lower now than it was in 1989 when it was (47.1%). In contrast, the percentage of Coast Guard Recruiters who perceive their market area as adequate has increased significantly, from 58.9 percent in 1994 to 65.0 percent in 1996.

#### ***Reserve and Guard Components***

Close to one-half (47.7%) of all Reserve and Guard Component Recruiters agreed that their market areas are adequate for meeting recruiting goals, while 32.0 percent disagreed with this statement. Air National Guard Recruiters clearly are the most likely to view their market areas in this positive manner (70.8% in agreement). Air Force Reserve Recruiters come in second, at 57.0 percent. Army Reserve Recruiters are the least likely (38.6%) of all to assess their market areas as adequate.

The proportion of Reserve and Guard Component Recruiters who view their market area as adequate to meet goal has decreased slightly since the last survey (47.7% in 1996 and 50.3% in 1994). The decline since 1994 in percentage of Reserve and Guard Component Recruiters who perceive their market area as adequate is significant for the Air Force Reserve (from 69.2% to 57.0%) and for the Army Reserve (from 48.4% to 38.6%). The decrease for the Navy Reserve (53.4% to 51.5%) is small but statistically significant. Air National Guard Recruiters also registered a modest but significant increase, from 67.1 percent in 1994 to 70.8 percent in 1996.

Table 3  
*Assigned Market Area is Adequate (Percentage)*

Q19B	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	41.1	20.6	38.3
1994	45.7	22.6	31.7
1991	63.0	17.8	19.2
1989	47.1	23.8	29.1
<b>Army</b>			
1996	27.9	21.4	50.7
1994	36.9	24.9	38.2
1991	52.6	20.6	26.8
1989	36.8	24.1	39.1
<b>Navy</b>			
1996	56.9	17.2	25.9
1994	54.9	19.8	25.3
1991	71.2	14.9	13.9
1989	49.1	26.9	24.0
<b>Marine Corps</b>			
1996	45.9	22.3	31.8
1994	44.9	24.4	30.7
1991	69.1	18.1	12.8
1989	58.4	24.0	17.7
<b>Air Force</b>			
1996	53.4	22.4	24.1
1994	57.0	18.6	24.4
1991	76.3	13.3	10.4
1989	73.4	13.8	12.8
<b>Coast Guard<sup>a</sup></b>			
1996	65.0	17.0	18.0
1994	58.9	19.2	21.9
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	47.7	20.4	32.0
1994 <sup>d</sup>	50.3	21.4	28.3
	51.0	20.3	28.7
1991 <sup>e</sup>	57.5	19.5	23.0
<b>Army Reserve</b>			
1996	38.6	18.1	43.4
1994	48.4	24.5	27.1
1991	63.6	13.6	22.7
<b>Army National Guard</b>			
1996	47.7	20.8	31.5
1994	47.4	21.5	31.1
1991	54.3	19.8	25.9

Table 3 (cont.)

Navy Reserve				
1996	51.5	23.8	24.7	
1994	53.4	17.9	28.7	
1991	62.7	22.5	14.7	
Air Force Reserve				
1996	57.0	20.9	22.1	
1994	69.2	14.3	16.5	
1991	82.1	11.5	6.4	
Air National Guard				
1996	70.8	18.5	10.6	
1994	67.1	17.6	15.2	
1991	69.9	18.5	11.6	

Chi-Square Significance (Q19B)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.01	n.s.	p < 0.01	p < 0.01
Marine Corps	p < 0.01	n.s.	p < 0.01	p < 0.01
Air Force	p < 0.01	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.05	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	p < 0.05	N/A
Army National Guard	n.s.	n.s.	p < 0.05	N/A
Navy Reserve	p < 0.01	p < 0.05	p < 0.05	N/A
Air Force Reserve	p < 0.01	p < 0.01	p < 0.01	N/A
Air National Guard	p < 0.01	p < 0.01	n.s.	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

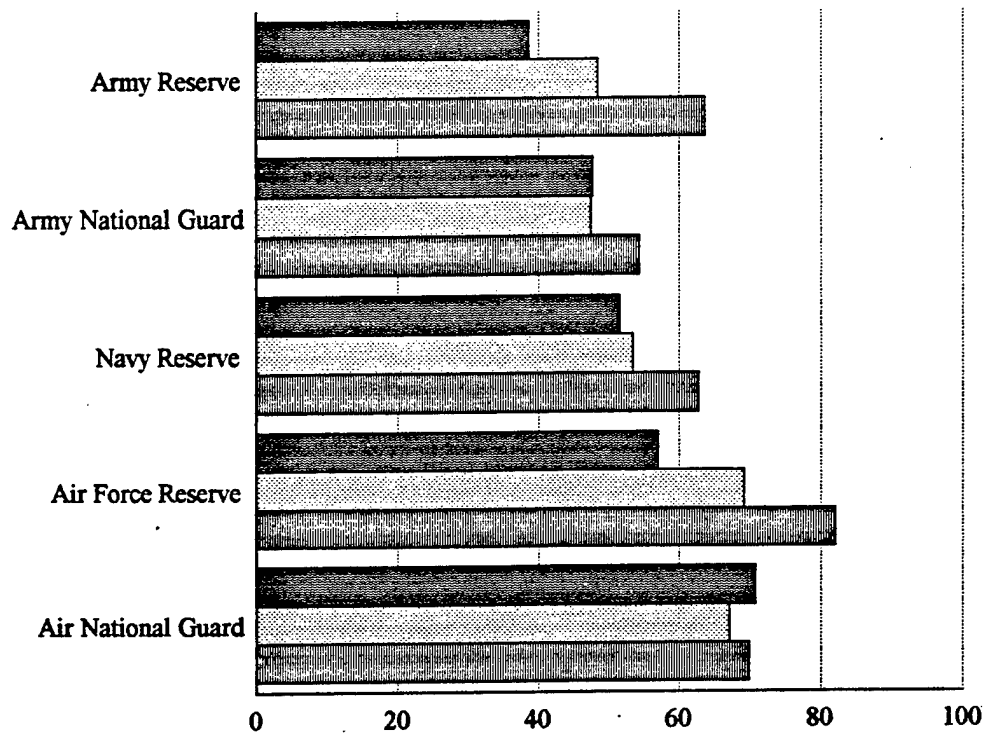
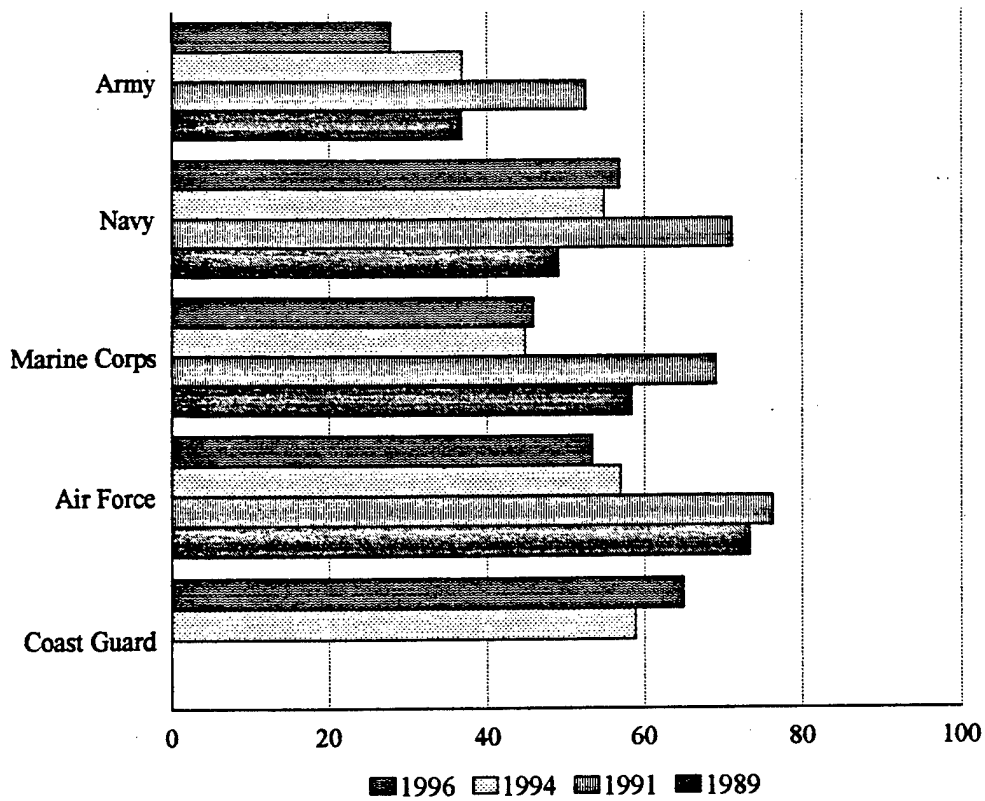


Figure 3  
*Percentage Agree That Assigned Market Area is Adequate to Make Goal*

## **Chances of an Experienced Recruiter Making Goal in Zone/Area**

### ***Active-Duty***

Table 4 and Figure 4 show that, overall, 20.2 percent of Active-Duty DoD Recruiters consider it extremely difficult for an experienced recruiter to make goal in their zone or area. Another third (33.8%) assess the experienced recruiter's task as difficult. Only 4.1 percent consider the chances very excellent and another 13.9 percent rate the chances as good. Almost one-third (30.0%) of Army Recruiters consider making goal in their area to be extremely difficult. Navy (10.3%), Air Force (10.7%), and Marine Corps (14.2%) Recruiters are significantly less likely to hold this view. Interestingly, 17.2 percent of Coast Guard Recruiters assessed the experienced recruiter's chances as extremely difficult, but an equal proportion (17.2 percent) viewed those chances as very excellent.

Active-Duty DoD Recruiters in 1996 are significantly more likely to view the chances of making goal in their area as extremely difficult than they were in earlier years. In 1996 the proportion is 20.2 percent; whereas in 1994 it was 14.6 percent, and in 1991, only 8.3 percent. This difference reflects to a large degree the increase among Army Recruiters. Coast Guard Recruiters also display a pattern of increase since 1994, from 13.9 percent then to 17.2 percent in 1996.

### ***Reserve and Guard Components***

About 16.4 percent of recruiters representing Reserve and National Guard Components think that an experienced recruiter could make goal in their zone/area only with extreme difficulty, while 3.6 percent perceive those chances as very excellent. Air Force Reserve Recruiters are, by far, the most likely to view the chances of an experienced recruiter meeting goal in their areas/zones as very excellent (12.8% hold this view).

In contrast to the pattern for Active-Duty Recruiters, the percentage of recruiters (16.4%) from Reserve and Guard Components who believe an experienced recruiter would reach goal in their market area only with extreme difficulty remained virtually unchanged from 1994, when it was 16.0 percent.

## **Experience Level**

### ***Active-Duty***

Among all Active-Duty DoD Recruiters, as indicated in Table 5 and Figure 5, 27.3 percent have been assigned to recruiting 1-2 years, 44.3 percent have been recruiting 2-3 years, 19.5 percent have 3-6 years' experience, and 9.0 percent possess six or more years of experience. Army Recruiters appear to have the least experience in the sense that fully one-third (33.6%) have been on the job only 1-2 years. (On the other hand, 13.2% of Army Recruiters, more than double that of the other DoD Services, have at least 6 years' experience). In contrast, only one-fifth of Marine Corps and Air Force

Table 4

*Likelihood that Experienced Recruiters Can Make Goals in Assigned Area/Zone (Percentage)*

Q22	Extremely Difficult	Difficult	Able to Make Goal	Achievable with good chance to exceed	Very Excellent Chance to Exceed Goal
<b>Total Active-Duty DoD</b>					
1996	20.2	33.8	28.0	13.9	4.1
1994	14.6	32.8	30.3	18.1	4.2
1991	8.3	24.6	32.0	26.7	8.5
<b>Army</b>					
1996	30.0	38.7	22.6	6.8	2.0
1994	18.2	36.4	29.6	13.0	2.7
1991	12.3	30.7	32.9	19.7	4.4
<b>Navy</b>					
1996	10.3	30.2	34.0	21.2	4.3
1994	11.9	30.8	29.9	22.0	5.4
1991	4.2	20.5	31.5	33.0	10.7
<b>Marine Corps</b>					
1996	14.2	32.1	29.9	17.2	6.5
1994	11.9	30.6	35.0	18.6	3.9
1991	6.0	22.6	32.6	28.9	10.0
<b>Air Force</b>					
1996	10.7	21.9	34.9	23.6	8.9
1994	11.5	26.8	26.5	27.3	7.9
1991	6.4	11.6	27.9	35.5	18.6
<b>Coast Guard<sup>a</sup></b>					
1996	17.2	19.2	27.3	19.2	17.2
1994	13.9	25.0	23.6	26.4	11.1
<b>Total Reserve/National Guard<sup>b</sup></b>					
1996 <sup>c</sup>	16.4	33.2	31.2	15.6	3.6
1994 <sup>d</sup>	16.0	32.6	30.3	16.3	4.8
	15.4	32.7	30.4	16.7	4.7
1991 <sup>e</sup>	11.8	29.5	31.2	19.4	8.2
<b>Army Reserve</b>					
1996	27.3	35.7	24.4	11.4	1.2
1994	17.5	32.3	30.0	15.2	5.0
1991	21.1	36.8	15.8	21.1	5.3
<b>Army National Guard</b>					
1996	14.7	35.3	31.4	15.1	3.4
1994	17.0	33.3	30.3	15.3	4.2
1991	12.5	30.7	31.7	17.0	8.2
<b>Navy Reserve</b>					
1996	7.0	30.2	41.1	16.2	5.6
1994	11.3	36.7	32.5	16.1	3.4
1991	7.7	26.0	36.5	25.0	4.8



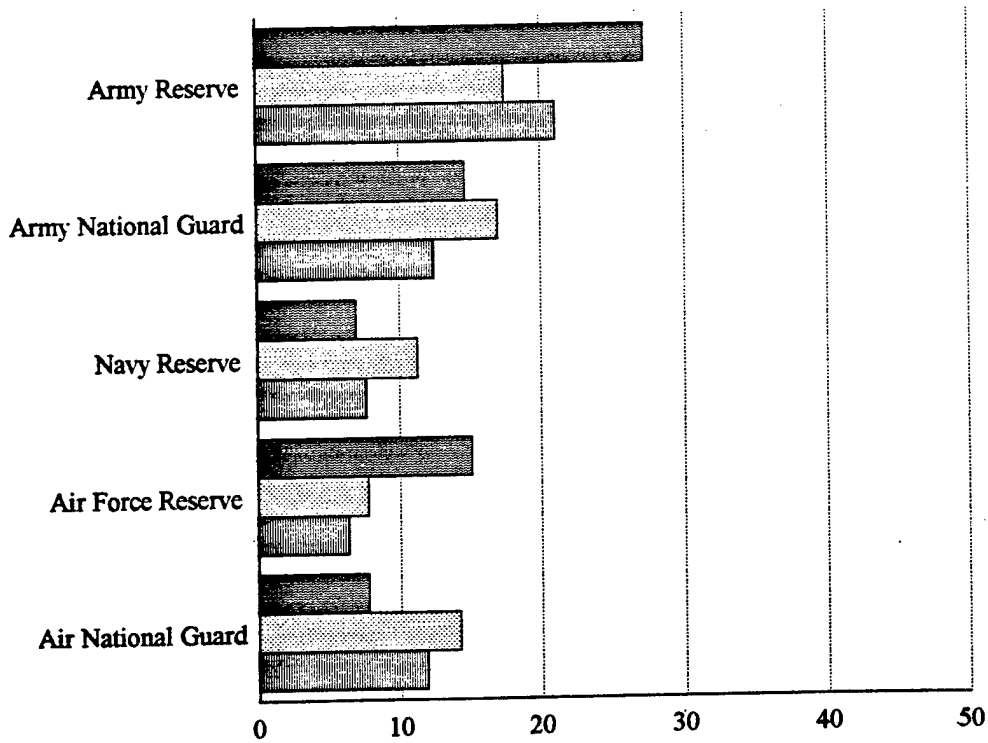
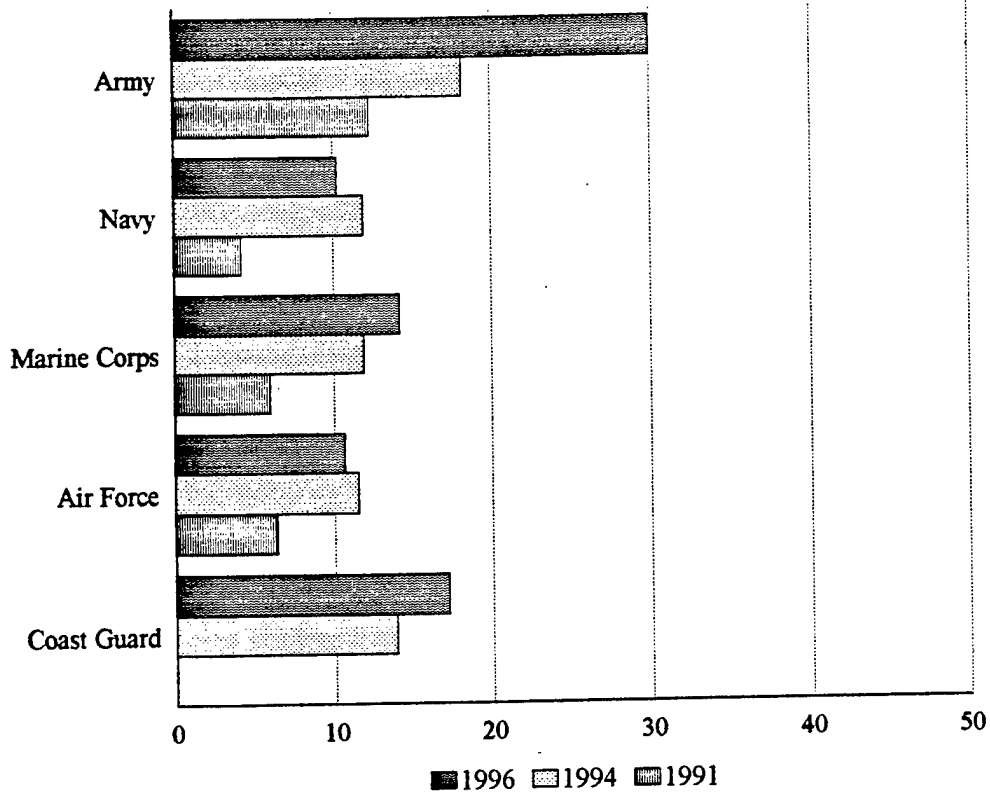
Table 4 (cont.)

Q22	Extremely Difficult	Difficult	Able to Make Goal	Achievable with good chance to exceed	Very Excellent Chance to Exceed Goal
<b>Air Force Reserve</b>					
1996	15.1	22.1	24.4	25.6	12.8
1994	7.8	20.0	21.1	35.6	15.6
1991	6.4	19.2	20.5	33.3	20.5
<b>Air National Guard</b>					
1996	7.8	16.9	38.4	30.1	6.8
1994	14.2	25.9	32.1	20.8	7.1
1991	11.9	26.6	27.3	29.1	5.0

Chi-Square Significance (Q22)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	N/A
Army	p < 0.01	p < 0.01	p < 0.01	N/A
Navy	p < 0.01	n.s.	p < 0.01	N/A
Marine Corps	p < 0.01	n.s.	p < 0.01	N/A
Air Force	p < 0.01	p < 0.01	p < 0.01	N/A
Coast Guard	p < 0.01	p < 0.05	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	n.s.	N/A
Army National Guard	n.s.	n.s.	p < 0.01	N/A
Navy Reserve	p < 0.01	p < 0.01	n.s.	N/A
Air Force Reserve	p < 0.01	p < 0.01	p < 0.01	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 4**  
*Percentage Believing That Chances of Experienced Recruiter Making Goal in Zone/Area is Extremely Difficult*

Table 5  
*Length of Time on Recruiting Assignment(Percentage)*

Q03	1 year, < 2 years	2 years, < 3 years	3 years, < 6 years	6+ years
<b>Total Active-Duty DoD</b>				
1996	27.3	44.3	19.5	9.0
1994	26.3	42.2	21.7	9.7
1991	24.0	37.2	22.1	16.7
1989	26.7	23.3	33.2	16.8
<b>Army</b>				
1996	33.6	38.2	15.0	13.2
1994	26.6	39.7	21.8	12.0
1991	20.5	31.9	26.2	21.4
1989	22.7	22.5	34.2	20.5
<b>Navy</b>				
1996	23.3	49.0	23.4	4.3
1994	29.8	41.8	22.2	6.2
1991	24.6	51.3	14.4	9.7
1989	32.7	22.7	34.7	9.9
<b>Marine Corps</b>				
1996	21.0	50.2	22.3	6.4
1994	23.4	54.8	19.0	2.8
1991	34.9	31.3	20.5	13.4
1989	31.6	30.7	25.9	11.8
<b>Air Force</b>				
1996	19.9	48.4	25.9	5.7
1994	19.2	34.6	24.6	21.6
1991	19.7	25.4	30.6	24.3
1989	23.2	17.9	34.5	24.5
<b>Coast Guard<sup>a</sup></b>				
1996	29.0	8.0	39.0	24.0
1994	6.8	21.9	49.3	21.9
<b>Total Reserve/National Guard<sup>b</sup></b>				
1996 <sup>c</sup>	14.3	13.0	22.2	50.5
1994 <sup>d</sup>	9.1	6.8	30.1	54.0
	9.2	5.8	28.8	56.2
1991 <sup>e</sup>	9.3	11.3	29.4	49.9
<b>Army Reserve</b>				
1996	8.9	20.6	31.2	39.3
1994	8.8	9.5	34.0	47.7
1991	21.7	17.4	30.4	30.4
<b>Army National Guard</b>				
1996	17.7	10.5	19.8	52.0
1994	10.9	6.2	28.5	54.3
1991	9.3	10.3	28.0	52.3

Table 5 (cont.)

Q03	1 year, < 2 years	2 years, < 3 years	3 years, < 6 years	6+ years
Navy Reserve				
1996	15.2	10.2	12.2	62.4
1994	4.5	3.4	29.4	62.7
1991	3.8	15.2	58.1	22.9
Air Force Reserve				
1996	3.5	14.0	27.9	54.7
1994	4.4	7.7	28.6	59.3
1991	16.7	15.4	24.4	43.6
Air National Guard				
1996	10.9	10.4	23.5	55.2
1994	5.6	6.5	29.9	57.9
1991	10.7	14.6	19.6	55.0

Chi-Square Significance (Q03)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Marine Corps	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Air Force	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	n.s.	N/A
Army National Guard	p < 0.01	p < 0.01	p < 0.01	N/A
Navy Reserve	p < 0.01	p < 0.01	p < 0.01	N/A
Air Force Reserve	p < 0.01	p < 0.05	p < 0.01	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

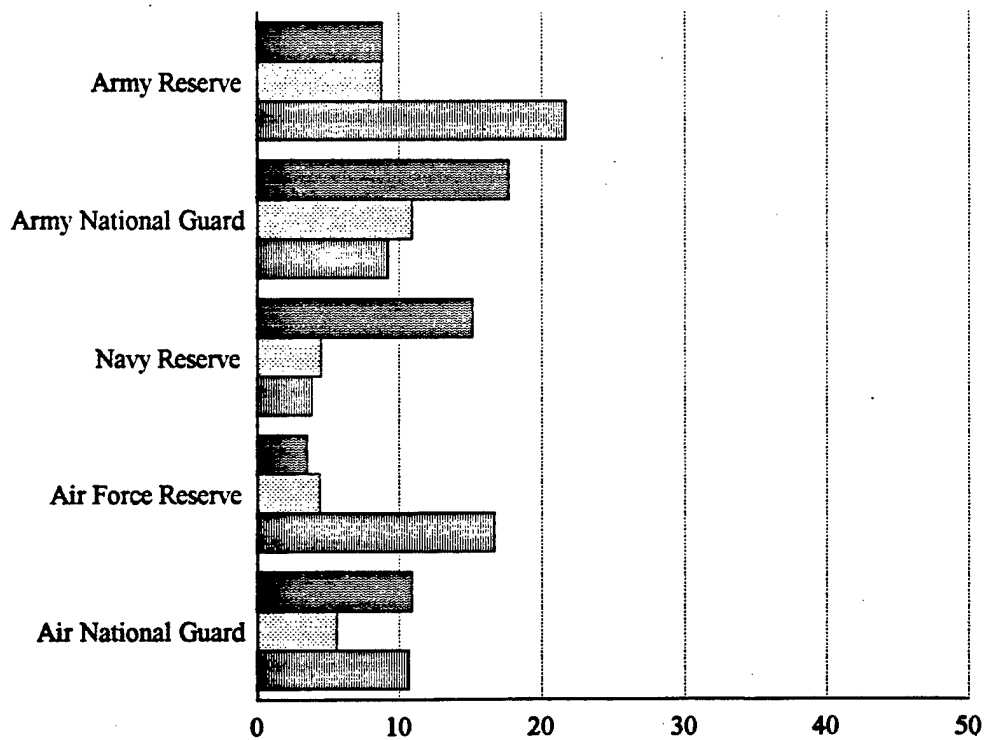
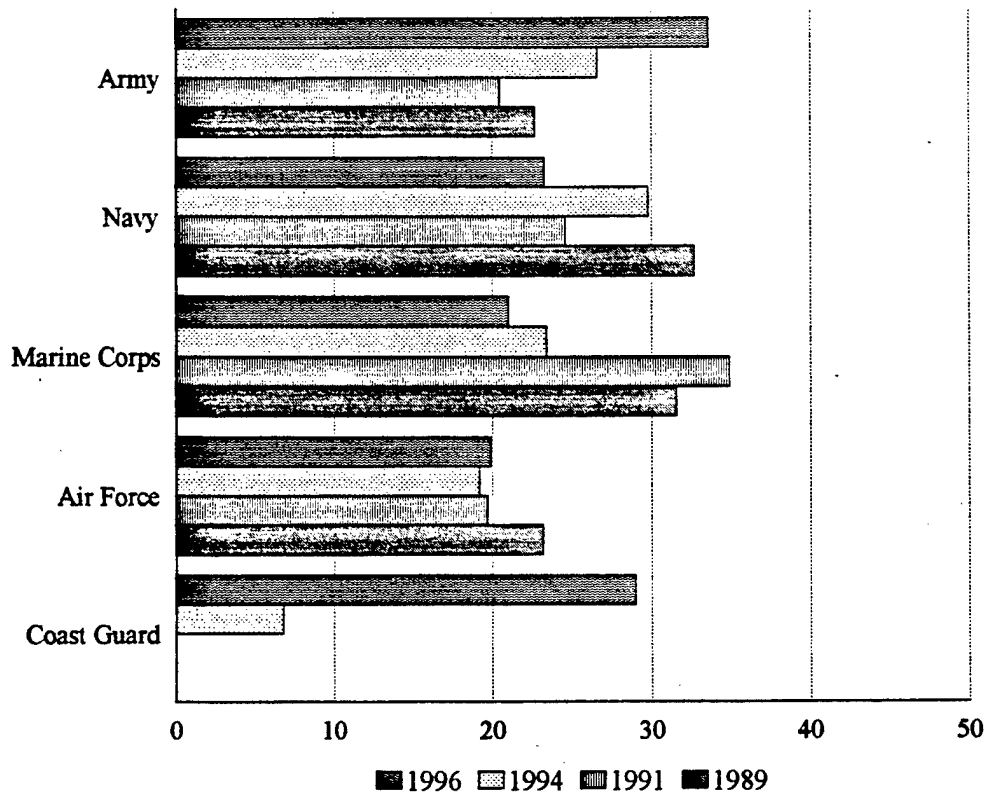


Figure 5  
*Percentage With Only One Year of Experience Recruiting*

Recruiters (21.0% and 19.9%, respectively) report 1-2 years of experience and about half of Navy (49.0%), Marine Corps (50.2%), and Air Force (48.4%) Recruiters report 2-3 years' experience in recruiting. Recruiters for the Coast Guard are the most experienced of all Active-Duty Recruiters. While 29.0 percent report 1-2 years in assigned recruiting, about one-quarter (24.0%) record 6 or more years, and another 39.0 percent report 3-6 years of experience.

Overall, the pattern of experience for Active-Duty DoD Recruiters is very similar to that reported in the 1994 Survey. However, the recruiters responding to the surveys in 1991, and especially in 1989, were more experienced, overall. In 1989, 16.8 percent had at least 6 years of experience recruiting and another third (33.2%) possessed 3-6 years' experience. Even though Coast Guard Recruiters are the most experienced of Active-Duty Recruiters, in 1996, they are significantly less experienced than those responding to the 1994 Survey. Among that 1994 cohort, only 6.8 percent reported 1-2 years of experience while nearly half (49.3%) indicated that they had been recruiting 3-6 years.

### ***Reserve and Guard Components***

Recruiters from the Reserve and National Guard Components are significantly more experienced than those from the Active-Duty Services. Half (50.5%) have 6 or more years in recruiting and only 14.3 percent report 1-2 years' experience. Among the Components, recruiters from the Army Reserve are more likely than the others to possess an intermediate level of experience (39.3% possess 6 or more years' experience; on the other hand, 31.2 % report experience of 3-6 years and only 8.9% have 1-2 years' experience). Navy Reserve Recruiters are the most likely to possess experience of 6 or more years (62.4%) and Air Force Reserve Recruiters are the least likely to have only 1-2 years of experience (3.5%).

Overall, Component Recruiters are somewhat less experienced in 1996 than were those who responded to the 1994 Survey. Then, only 9.1 percent reported an experience level of 1-2 years (compared to 14.3% in 1996) and 30.1 percent reported being on recruiting duty for 3-6 years, in contrast to 22.2 percent in 1996. The proportion with 6 or more years' experience dropped moderately, from 54.0 percent in 1994 to 50.5 percent today.

## **JOB SATISFACTION**

### **Satisfaction with Recruiting**

#### ***Active Duty***

Perhaps of only slightly less importance than recruiter performance is recruiter job satisfaction. Table 6 and Figure 6 show that about one-quarter (25.8%) of all Active-Duty DoD Recruiters consider themselves satisfied with recruiting, while 53.7 percent report that they are dissatisfied. Army Recruiters clearly are the least satisfied: 58.0 percent are dissatisfied, while only 21.8 percent report being satisfied. The Coast Guard has a very high proportion of recruiters expressing satisfaction with recruiting, 70.0 percent. Only 13.0 percent say they are dissatisfied.

Table 6  
*Satisfaction with Recruiting (Percentage)*

Q49A	Satisfied	Neutral	Dissatisfied
<b>Total Active-Duty DoD</b>			
1996	25.8	20.5	53.7
1994	34.0	19.4	46.5
1991	46.2	19.1	34.8
1989	37.4	18.6	44.0
<b>Army</b>			
1996	21.8	20.2	58.0
1994	32.7	19.7	47.6
1991	40.2	19.3	40.5
1989	32.0	18.0	50.0
<b>Navy</b>			
1996	29.2	19.9	50.9
1994	34.2	20.9	45.0
1991	51.5	17.9	30.7
1989	35.3	21.6	43.1
<b>Marine Corps</b>			
1996	29.3	20.4	50.3
1994	31.8	19.0	49.1
1991	46.8	24.1	29.2
1989	44.6	19.5	35.9
<b>Air Force</b>			
1996	29.1	23.7	47.1
1994	42.7	14.6	42.7
1991	56.5	13.5	30.0
1989	57.4	12.5	30.1
<b>Coast Guard<sup>a</sup></b>			
1996	70.0	17.0	13.0
1994	72.2	20.8	6.9
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	55.2	19.3	25.5
1994 <sup>d</sup>	61.1	18.8	20.1
	66.1	17.0	16.8
1991 <sup>e</sup>	76.6	12.6	10.7
<b>Army Reserve</b>			
1996	31.7	22.5	45.8
1994	46.0	24.2	29.9
1991	60.9	21.7	17.4
<b>Army National Guard</b>			
1996	62.7	18.5	18.8
1994	66.1	17.3	16.6
1991	74.3	13.2	12.5

Table 6 (cont.)

Navy Reserve			
1996	52.0	21.8	26.2
1994	53.5	20.9	25.6
1991	78.2	17.8	4.0
Air Force Reserve			
1996	69.8	14.0	16.3
1994	89.9	6.7	3.4
1991	90.9	5.2	3.9
Air National Guard			
1996	81.8	11.4	6.8
1994	78.9	12.2	8.9
1991	88.6	6.8	4.6

Chi-Square Significance (Q49A)	Comparison within 1996 <sup>g</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.05	p < 0.05	p < 0.01	p < 0.05
Marine Corps	n.s.	n.s.	p < 0.01	p < 0.01
Air Force	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.05	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	p < 0.01	N/A
Army National Guard	p < 0.01	n.s.	p < 0.01	N/A
Navy Reserve	n.s.	n.s.	p < 0.01	N/A
Air Force Reserve	p < 0.01	p < 0.01	p < 0.01	N/A
Air National Guard	p < 0.01	n.s.	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>g</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



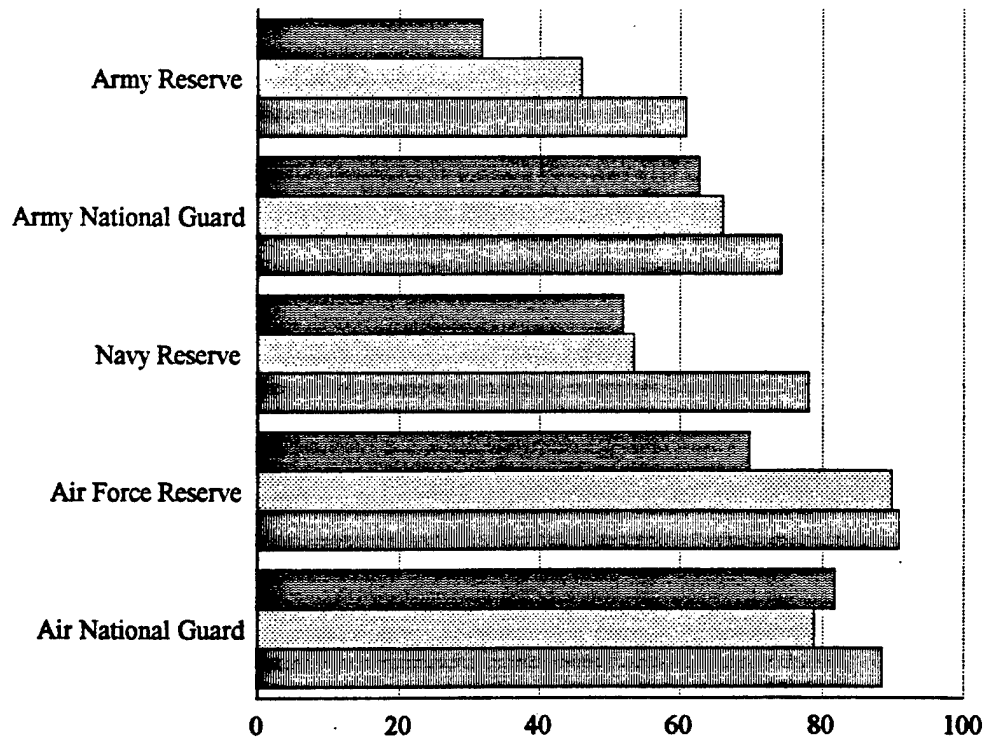
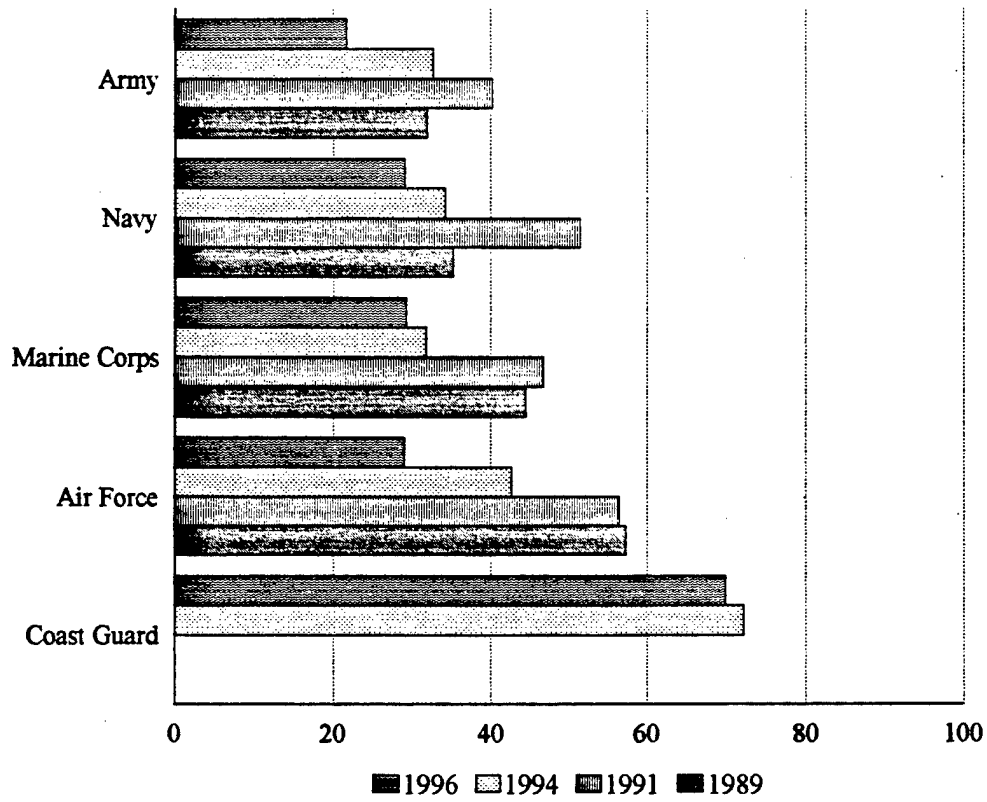


Figure 6  
*Percentage Satisfied with Recruiting*

The proportion of Active-Duty DoD Recruiters who report being satisfied or very satisfied with recruiting duty has dropped significantly over the last two surveys. Compared to 25.8 percent in 1996 and 34.0 percent in 1994, it was 46.2 percent in 1991. The drop has been sharp among Air Force Recruiters (from 56.5% in 1991, to 42.7% in 1994, to 29.1% in 1996). Among recruiters representing the Coast Guard, satisfaction has dipped slightly since 1994 (70.0% now versus 72.2% in 1994); but the level of dissatisfaction has nearly doubled (to 13.0% from only 6.9%).

### *Reserve and Guard Components*

The proportion of Reserve and National Guard Recruiters who report satisfaction with recruiting is more than double that of Active-Duty Recruiters (55.2% compared to 25.8%). Conversely, the percentage who say they are dissatisfied (25.5%) is about one-half that of Active-Duty Recruiters (53.7%). As with Active-Duty Recruiters, differences across Components are marked. Among Air National Guard Recruiters, a full 81.8 percent report being satisfied and only 6.8 percent report any level of dissatisfaction. Within the ranks of Army Reserve Recruiters, on the other hand, only 31.7 percent say they are satisfied with recruiting duty, and 45.8 percent indicate dissatisfaction with their work role.

Overall, dissatisfaction has increased somewhat among Reserve and National Guard Recruiters since 1994 (20.1% then and 25.2% now). The rise has been significant for Army Reserve Recruiters (from 24.9% in 1994 to 45.8% in 1996). Although starting at a very low base level (3.4%) in 1994, the proportion of Air Force Reserve Recruiters who now say they are dissatisfied has increased about five-fold (to 16.3% in 1996); and the percentage who report being satisfied has fallen 20 percentage points, from 89.9 percent in 1994 to 69.8 percent today.

### **Selection of Assignment If Given Choice**

Another indicator of job satisfaction is level of interest in remaining in the same assignment. As in the past, the 1996 Recruiter Survey asked recruiters what job assignment they would choose next month if given freedom to do so. Table 7 and Figure 7 show the results of that query.

#### *Active-Duty*

Slightly more than one-fifth (23.2%) of Active-Duty DoD Recruiters, as a whole, said that they would remain in recruiting. About one-half (49.5%) said they would return to their former assignment, 19.7 percent would select a new specialty, and 7.6 percent indicated they would leave the military service. Among Active-Duty DoD Recruiters, those representing the Air Force and Navy were the most likely to say they would remain in recruiting (31.3% and 30.0%, respectively); while Marine Corps Recruiters registered the least interest in remaining recruiters (18.5%). In sharp contrast, over two-thirds (68.7%) of Coast Guard Recruiters indicated they would remain in recruiting if given the chance.

The percentage of Active-Duty DoD Recruiters who say they would remain in recruiting if given a choice of assignments next month (23.2%) decreased from 1994, when it was 27.5 percent. A decline occurred among Army Recruiters, from 25.7 percent in 1994 to 20.1 percent in 1996.

Table 7  
*Selection of Assignment if Given Choice (Percentage)*

Q31	Remain in recruiting	Previous Specialty	Select New Specialty	Leave the Service
<b>Total Active-Duty DoD</b>				
1996	23.2	49.5	19.7	7.6
1994	27.5	46.7	19.3	6.4
1991	35.3	42.6	18.7	3.4
1989	30.7	43.6	19.9	5.8
<b>Army</b>				
1996	20.1	51.1	20.9	7.8
1994	25.7	48.8	21.8	3.8
1991	33.7	43.0	21.4	1.9
1989	29.5	43.9	22.9	3.7
<b>Navy</b>				
1996	30.0	42.6	16.6	10.8
1994	29.2	44.1	14.4	12.3
1991	33.3	48.4	12.8	5.5
1989	28.4	50.0	11.1	10.5
<b>Marine Corps</b>				
1996	18.5	58.9	17.2	5.4
1994	21.9	56.4	18.1	3.6
1991	37.8	38.5	19.1	4.6
1989	29.9	42.2	21.9	5.9
<b>Air Force</b>				
1996	31.3	37.4	29.0	2.3
1994	38.7	30.8	25.6	4.9
1991	45.9	27.1	25.3	1.8
1989	43.3	28.2	25.7	2.8
<b>Coast Guard<sup>a</sup></b>				
1996	68.7	21.2	6.1	4.0
1994	64.4	24.7	6.8	4.1
<b>Total Reserve/National Guard<sup>b</sup></b>				
1996 <sup>c</sup>	51.2	19.6	20.8	8.4
1994 <sup>d</sup>	56.6	16.7	20.1	6.6
	63.9	13.1	15.4	7.5
1991 <sup>e</sup>	66.8	14.1	14.9	4.2
<b>Army Reserve</b>				
1996	28.7	30.4	35.0	5.8
1994	34.3	27.6	34.3	3.7
1991	47.8	34.8	17.4	0.0
<b>Army National Guard</b>				
1996	58.5	16.1	15.4	9.9
1994	63.4	12.1	16.1	8.4
1991	65.5	14.3	15.5	4.7

Table 7 (cont.)

Q31	Remain in recruiting	Previous Specialty	Select New Specialty	Leave the Service
<b>Navy Reserve</b>				
1996	50.3	21.0	19.3	9.3
1994	59.4	22.0	12.3	6.3
1991	55.2	28.6	13.3	2.9
<b>Air Force Reserve</b>				
1996	72.1	5.8	17.4	4.7
1994	89.0	3.3	7.7	0.0
1991	87.2	3.8	7.7	1.3
<b>Air National Guard</b>				
1996	68.9	10.0	14.6	6.4
1994	65.3	9.9	19.2	5.6
1991	78.4	4.7	14.4	2.5

Chi-Square Significance (Q31)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.01	n.s.	p < 0.01	p < 0.01
Marine Corps	p < 0.01	n.s.	p < 0.01	p < 0.01
Air Force	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	n.s.	p < 0.01	N/A
Army National Guard	p < 0.01	n.s.	p < 0.01	N/A
Navy Reserve	n.s.	p < 0.01	p < 0.01	N/A
Air Force Reserve	p < 0.01	p < 0.01	p < 0.01	N/A
Air National Guard	p < 0.01	p < 0.05	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

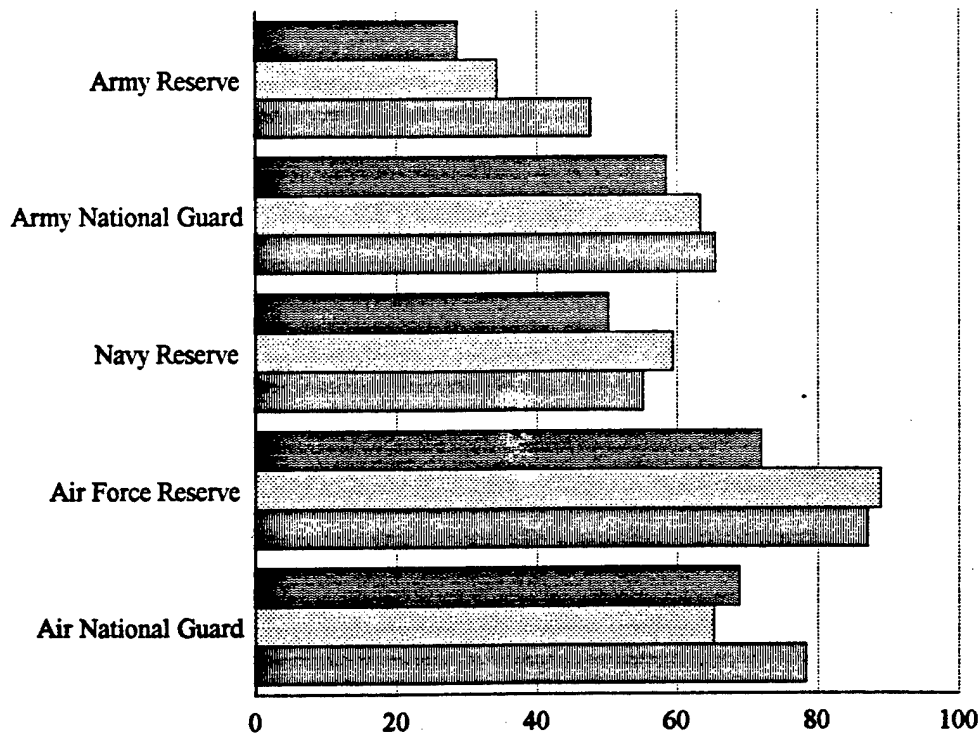
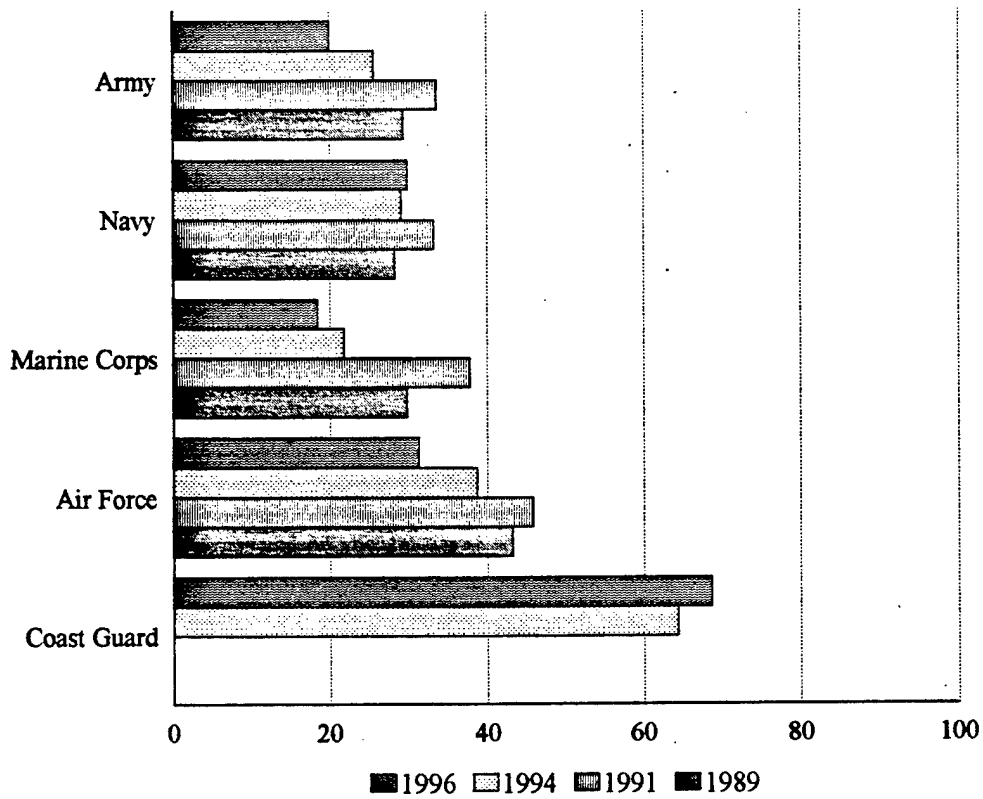


Figure 7  
*Percentage Reporting Would Select to Remain in Recruiting*

However, the overall decrease appears more marked when viewed from 1991, at which point 35.3 percent of all Active-Duty DoD Recruiters said they would remain in recruiting. Among Coast Guard Recruiters, the proportion increased between the two surveys (from 64.4% in 1994 to 68.7% in 1996).

### ***Reserve and Guard Components***

Reserve and Guard Component Recruiters, overall, expressed a much greater interest in remaining in recruiting than did Active-Duty Recruiters. Just over half (51.2%), indicated a strong inclination to remain as recruiters if given the choice. Variation across the Components is dramatic. The proportion of recruiters saying they would remain is highest in the Air Force Reserve (72.1%) and lowest in the Army Reserve (28.7%).

However, this percentage has dropped dramatically among Component Recruiters since 1994, even among Air Force Reserve Recruiters. At that point, 89.0 percent of Air Force Reserve Recruiters indicated they would stay in recruiting if given a choice. The rate of decline since 1994 among Reserve and Guard Component Recruiters, overall, is less substantial, though still significant (56.6% then versus 51.2% now would remain in recruiting).

## **Satisfaction with Military Life**

### ***Active-Duty***

In stark contrast to their level of satisfaction with recruiting, satisfaction with military life is very high among Active-Duty DoD Recruiters. Table 8 and Figure 8 reveal that 86.8 percent are satisfied with military life, and a mere 4.3 percent report any level of dissatisfaction. Attitudes of neutrality are expressed by 8.9 percent. The lowest degrees of satisfaction are expressed by Navy Recruiters, among whom 83.0 percent say they are satisfied with military life. Satisfaction is highest among Air Force Recruiters, with 93.1 percent indicating they are content with military life. A solid 88.0 percent of Coast Guard Recruiters report being satisfied with their life in the Coast Guard.

Levels of satisfaction with military life among Active-Duty DoD Recruiters have dropped modestly, but steadily, since 1991. In that year, the proportion who said they were satisfied was 93.5 percent. In 1994, the proportion was 91.0 percent and in 1996, as indicated, 86.8 percent.

### ***Reserve and Guard Components***

Reserve and National Guard Component Recruiters, overall, report only slightly less satisfaction with military life than do Active-Duty Recruiters (83.6% versus 86.8%). Satisfaction levels range moderately across the individual Components, from a low of 80.2 percent among Navy Reserve Recruiters to a high of 86.7 percent among Air National Guard Recruiters and 86.9 percent among Air Force Reserve Recruiters.

The proportion of all Reserve and National Guard Component Recruiters who claim they are satisfied with military life has slipped since the 1994 Survey. It was 87.1 percent then, compared to

Table 8

*Satisfaction with Military Life (Percentage)*

Q49B	Satisfied	Neutral	Dissatisfied
<b>Total Active-Duty DoD</b>			
1996	86.8	8.9	4.3
1994	91.0	5.4	3.6
1991	93.5	4.4	2.2
1989	92.0	5.4	2.6
<b>Army</b>			
1996	86.4	8.9	4.7
1994	94.3	3.4	2.3
1991	95.5	3.1	1.4
1989	92.7	5.0	2.3
<b>Navy</b>			
1996	83.0	12.1	4.9
1994	84.2	10.1	5.7
1991	91.3	5.8	2.9
1989	89.2	7.2	3.6
<b>Marine Corps</b>			
1996	89.8	6.3	3.8
1994	93.8	3.1	3.1
1991	91.2	5.1	3.7
1989	92.0	5.3	2.8
<b>Air Force</b>			
1996	93.1	5.5	1.4
1994	92.3	4.1	3.6
1991	94.7	4.7	0.6
1989	95.6	3.2	1.3
<b>Coast Guard<sup>a</sup></b>			
1996	88.0	8.0	4.0
1994	86.1	11.1	2.8
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	83.6	11.7	4.7
1994 <sup>d</sup>	87.1	9.5	3.4
	86.2	10.2	3.6
1991 <sup>e</sup>	87.6	8.0	4.4
<b>Army Reserve</b>			
1996	82.8	11.5	5.7
1994	89.9	7.4	2.7
1991	95.7	4.3	0.0
<b>Army National Guard</b>			
1996	84.1	11.8	4.1
1994	86.5	10.3	3.2
1991	87.6	7.9	4.5

Table 8 (cont.)

Navy Reserve				
1996	80.2	13.6	6.1	
1994	82.7	11.8	5.5	
1991	87.0	8.0	5.0	
Air Force Reserve				
1996	86.9	8.3	4.8	
1994	88.8	5.6	5.6	
1991	88.3	6.5	5.2	
Air National Guard				
1996	86.7	10.1	3.2	
1994	88.3	8.9	2.8	
1991	87.5	9.3	3.2	

Chi-Square Significance (Q49B)	Comparison within 1996 <sup>a</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	n.s.	p < 0.01	p < 0.01	p < 0.01
Navy	p < 0.01	n.s.	p < 0.01	p < 0.01
Marine Corps	p < 0.05	p < 0.05	n.s.	n.s.
Air Force	p < 0.01	p < 0.05	n.s.	n.s.
Coast Guard	n.s.	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	n.s.	p < 0.01	p < 0.01	N/A
Army National Guard	n.s.	n.s.	n.s.	N/A
Navy Reserve	n.s.	n.s.	n.s.	N/A
Air Force Reserve	n.s.	n.s.	n.s.	N/A
Air National Guard	p < 0.05	n.s.	n.s.	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



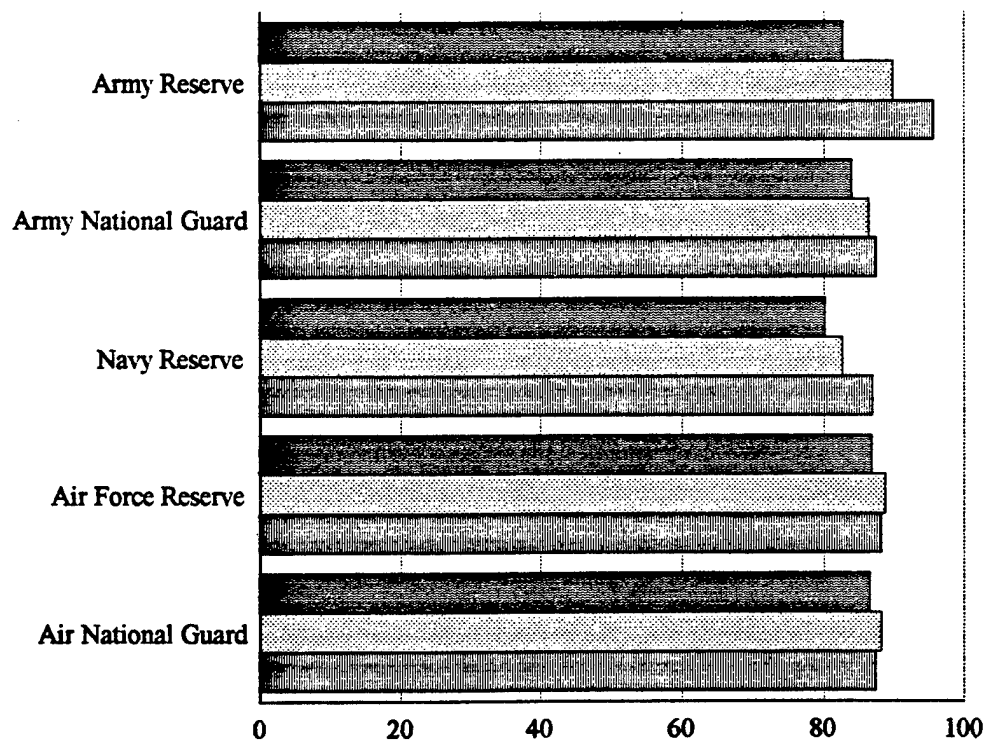
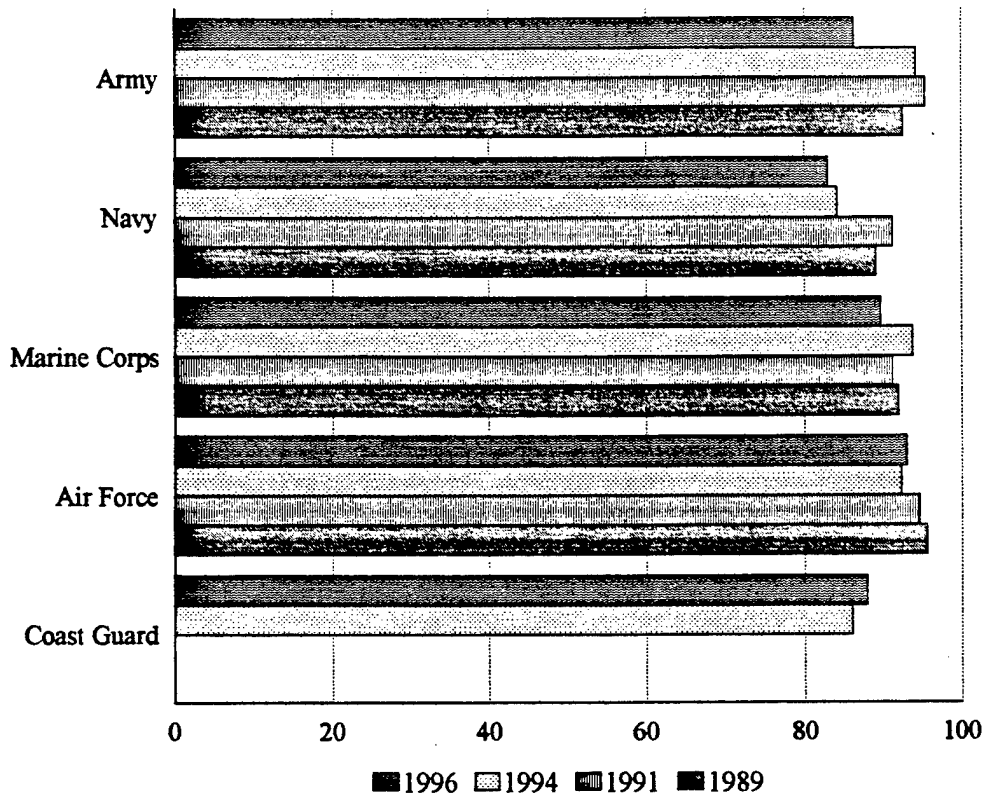


Figure 8  
*Percentage Satisfied with Military Life*

83.6 percent in the 1996 Survey. This aggregate decline appears to reflect largely the nearly seven percentage point drop for Army Reserve Recruiters (89.9% in 1994 to 82.8% today).

## **IMPROPRIETIES**

### **Perceived Frequency of Improprieties**

Making goal can exert considerable pressure on recruiters, at times even tempting them to bend the rules in order to achieve success. The 1996 Survey, like past surveys, asked recruiters directly how frequently they think recruiting improprieties occur in their recruiting command. Table 9 and Figure 9 display the results.

#### ***Active-Duty***

Among all Active-Duty DoD Recruiters, about one-fourth (24.4%) perceive that improprieties occur frequently in their command. Another 31.1 percent think that improprieties take place occasionally. Only 12.2 percent believe that bending the rules to make goal never happens in their commands. Of the separate Services, Army Recruiters (27.2%) and Navy Recruiters (25.9%) are the most likely to think that improprieties occur frequently; and those in the Marine Corps (18.1%) are the least likely to perceive frequent occurrences. Perceived frequency of improprieties is very low among Coast Guard Recruiters. Only 7.0 percent believe improprieties happen frequently and more than one-third (36.0%) perceive that they never happen.

The proportion of Active-Duty DoD Recruiters who believe that improprieties in their commands are occurring frequently has increased in each of the last two surveys, after having declined in 1991 from what it had been in 1989. In that first survey, 15.1 percent reported that they thought improprieties took place frequently. In 1991 that proportion dropped to 11.4 percent, before climbing to 18.8 percent in 1994, and then to 24.4 percent in 1996. Those who think it never occurs reached a high of 15.7 percent in 1994, before declining to 12.2 percent in 1996. Interestingly, the proportion believing that improprieties never occur has declined in all Services except the Air Force, where it increased from 9.8 percent in 1994 to 12.7 percent in 1996. Meanwhile, the percentage of Coast Guard Recruiters who judge that such improprieties never occur has declined significantly since 1994 (45.2 % then versus 36.0 % in 1996).

#### ***Reserve and Guard Components***

Reserve and Guard Component Recruiters are somewhat less likely than Active-Duty DoD Recruiters to perceive that recruiters in their commands are bending the rules to make goal. One-fifth (20.3%) think that improprieties occur frequently and 12.7 percent believe they never occur. The proportions seeing frequent violations are half this size (10.7%) in the Navy Reserve and smaller still among Air Force Reserve and Air National Guard Recruiters (7.0% and 3.2%, respectively). However, the proportion who think that improprieties never take place is dramatically higher among Air National Guard Recruiters than for any other Service or Component (42.9%).

As with Active-Duty DoD Recruiters, Reserve and National Guard Recruiters who believe improprieties are taking place frequently has increased since 1994, when it was 14.5 percent. This

Table 9  
*Frequency of Recruiter Improprieties(Percentage)*

Q28	Frequently	Occasionally	Seldom	Never
<b>Total Active-Duty DoD</b>				
1996	24.4	31.1	32.3	12.2
1994	18.8	29.2	36.3	15.7
1991	11.4	33.3	45.8	9.5
1989	15.1	38.2	40.3	6.3
<b>Army</b>				
1996	27.2	33.0	29.9	9.9
1994	17.8	30.8	38.4	12.9
1991	13.9	34.9	42.8	8.4
1989	17.3	38.8	38.1	5.8
<b>Navy</b>				
1996	25.9	32.6	28.6	12.9
1994	22.8	29.2	31.7	16.3
1991	9.4	36.2	45.3	9.1
1989	14.9	41.3	37.5	6.3
<b>Marine Corps</b>				
1996	18.1	27.3	38.4	16.1
1994	13.9	25.1	35.4	25.6
1991	9.6	28.4	48.5	13.5
1989	14.0	36.7	41.5	7.8
<b>Air Force</b>				
1996	20.5	25.1	41.6	12.7
1994	18.8	29.2	42.2	9.8
1991	8.2	24.1	58.2	9.4
1989	6.9	30.2	56.0	6.9
<b>Coast Guard<sup>a</sup></b>				
1996	7.0	17.0	40.0	36.0
1994	4.1	13.7	37.0	45.2
<b>Total Reserve/National Guard<sup>b</sup></b>				
1996 <sup>c</sup>	20.3	33.3	33.7	12.7
1994 <sup>d</sup>	14.5	33.0	39.3	13.2
	13.1	30.9	41.3	14.6
1991 <sup>e</sup>	9.1	32.6	46.9	11.4
<b>Army Reserve</b>				
1996	28.2	34.7	27.2	10.0
1994	18.8	39.1	33.2	8.9
1991	26.1	39.1	26.1	8.7
<b>Army National Guard</b>				
1996	21.8	35.7	34.2	8.2
1994	15.7	33.6	40.2	10.5
1991	9.4	34.9	47.3	8.4

Table 9 (cont.)

Navy Reserve				
1996	10.7	31.1	37.8	20.4
1994	10.0	29.3	47.3	13.4
1991	11.9	26.7	47.5	13.9
Air Force Reserve				
1996	7.0	32.6	44.2	16.3
1994	6.7	23.3	44.4	25.6
1991	5.3	36.8	44.7	13.2
Air National Guard				
1996	3.2	12.8	41.1	42.9
1994	1.4	15.9	38.3	44.4
1991	5.7	15.8	43.7	34.8

Chi-Square Significance (Q28)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Navy	n.s.	n.s.	p < 0.01	p < 0.01
Marine Corps	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Air Force	p < 0.01	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	n.s.	N/A
Army National Guard	p < 0.01	p < 0.01	p < 0.01	N/A
Navy Reserve	p < 0.01	p < 0.01	n.s.	N/A
Air Force Reserve	p < 0.01	p < 0.01	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

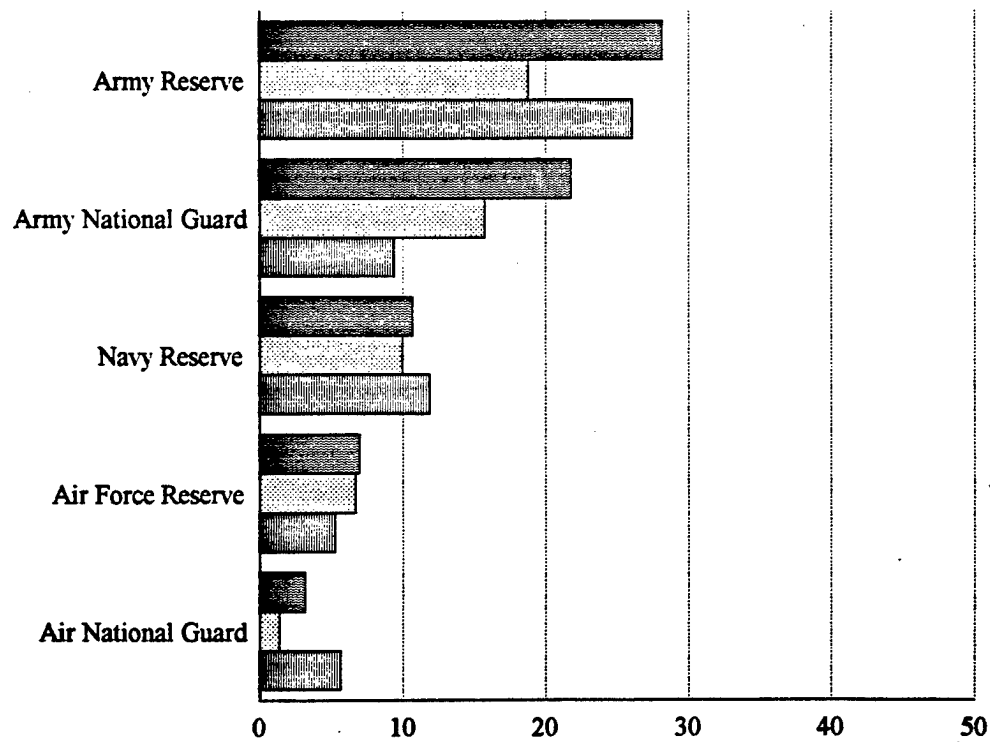
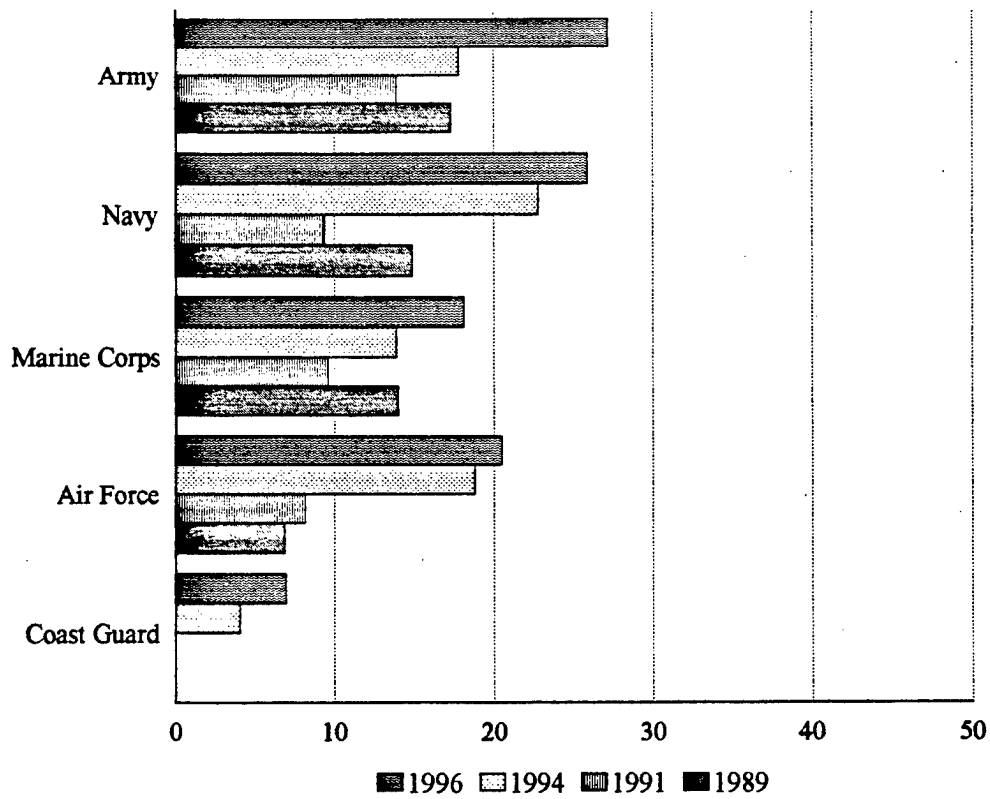
<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 9**  
*Percentage Reporting That Recruiter Improprieties Occur Frequently*

increase appears to reflect a shift from recruiters checking the "seldom" category to checking the "frequently" category, which rose by nearly six percentage points.

### **Sexual Misconduct**

The 1996 Recruiter Survey also asked recruiters how frequently they think sexual misconduct between recruiters and applicants occurs in their recruiting command. Table 10 and Figure 10 reveal the findings.

#### ***Active-Duty***

Only 3.4 percent of Active-Duty DoD Recruiters, in the aggregate, believe sexual misconduct happens frequently in their command. This perception of frequent occurrence is most prevalent among Army Recruiters (5.6%) and weakest among Air Force Recruiters (0.6%). More than a third of all Active Duty DoD Recruiters (34.3%) perceive that sexual misconduct never takes place. Among Active-Duty DoD Recruiters, those in the Marine Corps are the most likely to hold this view (47.1%). Among Coast Guard Recruiters, three-quarters (74.7%) believe such behavior never takes place.

The view of prevalence of sexual misconduct among Active-Duty DoD Recruiters has changed little since 1991. The only exception to this overall pattern has taken place among Air Force Recruiters. They registered a more positive assessment in 1996 than in 1994. Then, the proportion who felt sexual misconduct between recruiters and applicants never occurs was 25.1 percent. In 1996, this figure is up sharply to 38.5 percent. Similarly, among Coast Guard Recruiters, those saying sexual misconduct never happens rose dramatically from 60.3 percent in 1994 to 74.7 percent in 1996.

#### ***Reserve and Guard Components***

The response pattern for Reserve and Guard Component Recruiters, overall, is quite similar to that for Active-Duty DoD Recruiters. Only 2.5 percent think that sexual misconduct occurs frequently in their command and 38.6 percent perceive that it never occurs. Army Reserve Recruiters are the most likely to think such behavior is frequent (4.1%). No Air National Guard Recruiter believes that sexual misconduct is a frequent event and a full three-quarters (78.3%) of them believe that it never happens.

Although a very small proportion (2.5%) of Reserve and National Guard Recruiters believe that sexual misconduct takes place frequently, this percentage is up from the level reported in 1994 when it was 1.7 percent. This appears to be influenced primarily by the increase reported by Army National Guard Recruiters (from 0.7% to 2.6%). The change went in the opposite direction for Navy Reserve and Air Force Reserve Recruiters (from 1.7% in 1994 to 0.5% in 1996 and from 3.3% in 1994 to 1.2% in 1996, respectively). Among Navy Reserve Recruiters, the proportion who view sexual misconduct as never happening rose as well (from 42.7% to 45.9%).

Table 10

*Frequency of Sexual Misconduct Between Recruiter and Applicants (Percentage)*

Q30	Frequently	Occasionally	Seldom	Never
<b>Total Active-Duty DoD</b>				
1996	3.4	14.3	48.0	34.3
1994	2.8	15.2	48.0	34.0
1991	2.6	15.1	50.1	32.2
1989	2.8	17.9	52.8	26.5
<b>Army</b>				
1996	5.6	17.7	47.4	29.3
1994	3.5	19.7	48.4	28.4
1991	3.8	19.2	50.7	26.3
1989	3.3	20.4	52.3	24.1
<b>Navy</b>				
1996	1.8	14.4	52.6	31.2
1994	2.6	12.7	46.4	38.3
1991	1.3	12.9	50.6	35.2
1989	3.2	18.5	51.5	26.8
<b>Marine Corps</b>				
1996	1.7	9.0	42.2	47.1
1994	2.2	8.6	42.5	46.7
1991	1.6	8.9	45.1	44.4
1989	2.3	13.4	49.9	34.4
<b>Air Force</b>				
1996	0.6	8.6	52.3	38.5
1994	1.4	14.1	59.5	25.1
1991	2.4	12.9	54.7	30.0
1989	0.6	11.3	62.4	25.7
<b>Coast Guard<sup>a</sup></b>				
1996	0.0	5.1	20.2	74.7
1994	1.4	4.1	34.2	60.3
<b>Total Reserve/National Guard<sup>b</sup></b>				
1996 <sup>c</sup>	2.5	13.0	45.9	38.6
1994 <sup>d</sup>	1.7	10.2	48.9	39.2
	0.9	7.0	45.7	46.4
1991 <sup>e</sup>	1.3	9.9	41.1	47.7
<b>Army Reserve</b>				
1996	4.1	21.9	55.2	18.8
1994	4.0	19.5	58.6	17.9
1991	13.0	8.7	52.2	26.1
<b>Army National Guard</b>				
1996	2.6	10.8	45.1	41.5
1994	0.7	6.9	48.6	43.9
1991	1.5	10.6	43.2	44.7

Table 10 (cont.)

Navy Reserve				
1996	0.5	9.7	43.9	45.9
1994	1.7	8.0	47.6	42.7
1991	1.0	6.7	44.8	47.6
Air Force Reserve				
1996	1.2	11.6	54.7	32.6
1994	3.3	12.1	45.1	39.6
1991	1.3	15.8	38.2	44.7
Air National Guard				
1996	0.0	3.2	18.6	78.3
1994	0.5	4.2	19.6	75.7
1991	0.4	3.9	20.8	74.9

Chi-Square Significance (Q30)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	n.s.	p < 0.01
Army	p < 0.01	p < 0.05	n.s.	p < 0.01
Navy	p < 0.01	p < 0.05	n.s.	p < 0.05
Marine Corps	p < 0.01	n.s.	n.s.	p < 0.01
Air Force	p < 0.01	p < 0.01	p < 0.05	p < 0.01
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	n.s.	n.s.	N/A
Army National Guard	p < 0.01	p < 0.01	n.s.	N/A
Navy Reserve	p < 0.01	p < 0.05	n.s.	N/A
Air Force Reserve	p < 0.01	p < 0.05	p < 0.05	N/A
Air National Guard	p < 0.01	n.s.	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

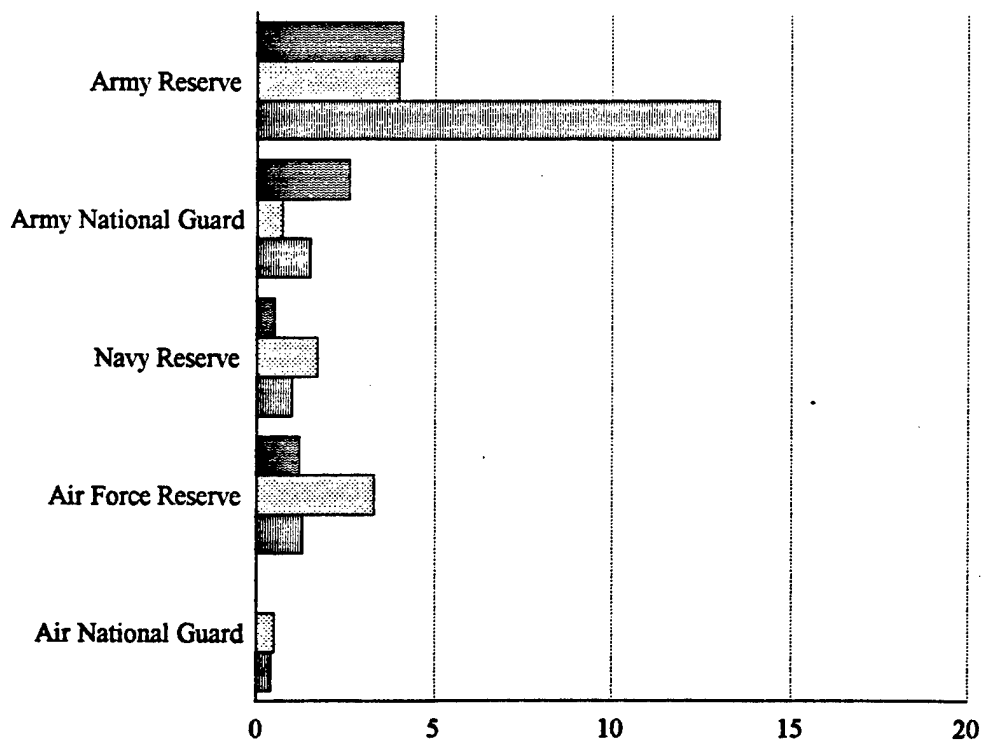
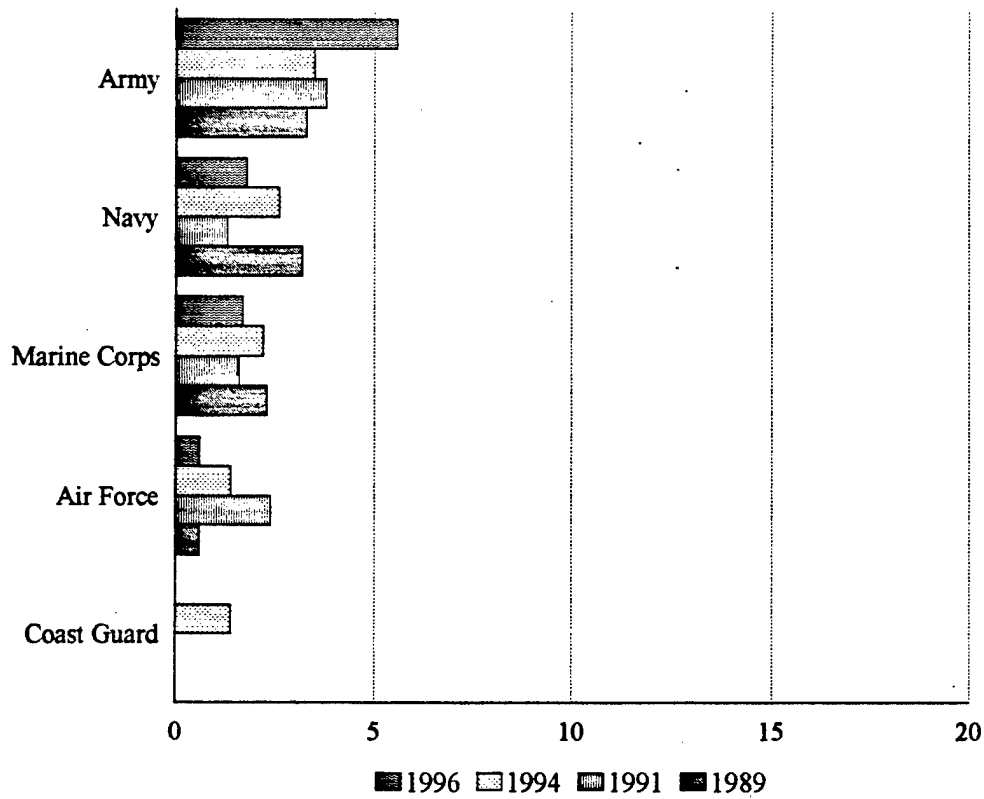
<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.





**Figure 10**  
*Percentage Reporting That Sexual Misconduct Between Recruiter and Applicants Occurs Frequently*

## **JOB DEMANDS**

Several items in the 1996 Recruiter Survey were designed to measure job demands associated with recruiting. These questions ranged from hours worked per week on duty-related tasks, to amount of time available for personal duties, to whether leave was voluntarily not taken or requested leave was denied.

### **Duty-Related Hours Per Week**

#### ***Active-Duty***

Table 11 and Figure 11 reveal that among Active-Duty DoD Recruiters, in the aggregate, nearly two-thirds (63.5%) report that they contribute more than 60 hours per week to recruiting duties. Survey responses indicate that Marine Corps Recruiters put in the longest hours, with 76.5 percent logging more than 60 hours per week. Two-thirds (67.1%) of Army Recruiters report doing so. In marked contrast, only one-third (33.1%) of Air Force Recruiters report working more than 60 hours per week. Coast Guard Recruiters look very different than those from any of the Active-Duty DoD Services. Only 3.0 percent report working more than a 60-hour week, on average.

Active-Duty DoD Recruiters report working longer hours in 1996 than in earlier surveys. Compared to the 63.4 percent who reported putting in more than 60 hours per week on duty-related tasks in 1996, in 1994 that statistic was 56.0 percent. In 1991, it was 48.1 percent, and in 1989, the corresponding figure was 52.2 percent. Among Coast Guard Recruiters, the percentage working more than 60 hours per week actually has dropped to 3.0 percent from 8.4 percent in 1994.

#### ***Reserve and Guard Components***

Reserve and National Guard Component Recruiters report dramatically shorter work weeks, on average, than is the case for Active-Duty DoD Recruiters. Overall, about one-third (32.8%) report working more than 60 hours per week. The differences across the Components are very large. While 58.9 percent of recruiters from the Army Reserve say they work more than 60 hours per week, only 6.0 percent of Air National Guard Recruiters, and only 14.0 percent of Air Force Reserve Recruiters, report such lengthy work weeks.

Reserve and National Guard Component Recruiters, like Active-Duty DoD Recruiters, were somewhat more likely to be working more than 60 hours per week in 1996 than in 1994. In 1994 the proportion was 26.3 percent, compared to 32.8 percent in 1996. All Components except the Air National Guard reported significant increases.

### **Change in Duty-Related Hours Per Week**

The 1996 Recruiter Survey asked recruiters the degree to which hours worked per week on duty-related tasks had changed since 1994 or since they began recruiting duty. Recruiter responses are contained in Table 12 and Figure 12.

Table 11

*Average Number Hours Per Week Spent on Performing Duty-Related Tasks (Percentage)*

Q09 - Recode	< 40 hours	41-50 hours	51-60 hours	61+ hours
<b>Total Active-Duty DoD</b>				
1996	0.9	8.3	27.4	63.4
1994	0.8	9.5	33.6	56.0
1991	2.7	16.3	32.9	48.1
1989	1.8	9.4	33.1	55.6
<b>Army</b>				
1996	0.6	4.8	27.5	67.1
1994	0.9	8.1	32.9	58.0
1991	2.7	9.5	29.6	58.2
1989	1.4	5.1	28.1	65.3
<b>Navy</b>				
1996	1.1	11.8	30.9	56.2
1994	0.9	11.8	38.4	48.8
1991	3.2	27.3	41.0	28.5
1989	2.2	15.4	43.4	39.1
<b>Marine Corps</b>				
1996	1.2	5.2	17.0	76.5
1994	0.6	2.3	17.7	79.5
1991	0.7	4.2	22.5	72.5
1989	0.7	2.0	21.8	75.5
<b>Air Force</b>				
1996	0.9	24.5	41.6	33.1
1994	0.8	20.1	46.6	32.5
1991	4.6	32.9	39.3	23.2
1989	4.4	24.5	45.8	25.4
<b>Coast Guard<sup>a</sup></b>				
1996	9.2	56.1	31.6	3.0
1994	2.8	61.1	27.8	8.4
<b>Total Reserve/National Guard<sup>b</sup></b>				
1996 <sup>c</sup>	2.1	24.9	40.2	32.8
1994 <sup>d</sup>	2.9	30.2	40.6	26.3
	3.5	36.2	41.5	18.7
1991 <sup>e</sup>	2.7	29.8	44.5	23.0
<b>Army Reserve</b>				
1996	1.7	8.3	31.1	58.9
1994	1.3	12.3	37.7	48.7
1991	69.6	4.3	4.3	21.7
<b>Army National Guard</b>				
1996	2.3	26.1	44.7	36.9
1994	3.6	33.2	42.4	20.9
1991	1.7	27.2	46.2	24.7

Table 11 (cont.)

Navy Reserve				
1996	2.3	29.0	43.3	25.2
1994	2.6	31.8	46.3	19.4
1991	10.6	26.9	39.4	23.1
Air Force Reserve				
1996	1.2	51.2	33.7	14.0
1994	5.7	50.0	36.4	8.0
1991	3.8	39.7	42.3	14.1
Air National Guard				
1996	2.3	57.6	34.1	6.0
1994	3.3	63.0	28.4	5.2
1991	4.0	49.5	34.3	12.3

Chi-Square Significance (Q09 - Recode)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01	n.s.
Navy	p < 0.01	p < 0.05	p < 0.01	p < 0.01
Marine Corps	p < 0.01	n.s.	p < 0.01	p < 0.01
Air Force	p < 0.01	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	p < 0.05	p < 0.01	N/A
Army National Guard	p < 0.01	p < 0.01	n.s.	N/A
Navy Reserve	p < 0.01	n.s.	p < 0.05	N/A
Air Force Reserve	p < 0.01	p < 0.01	p < 0.05	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

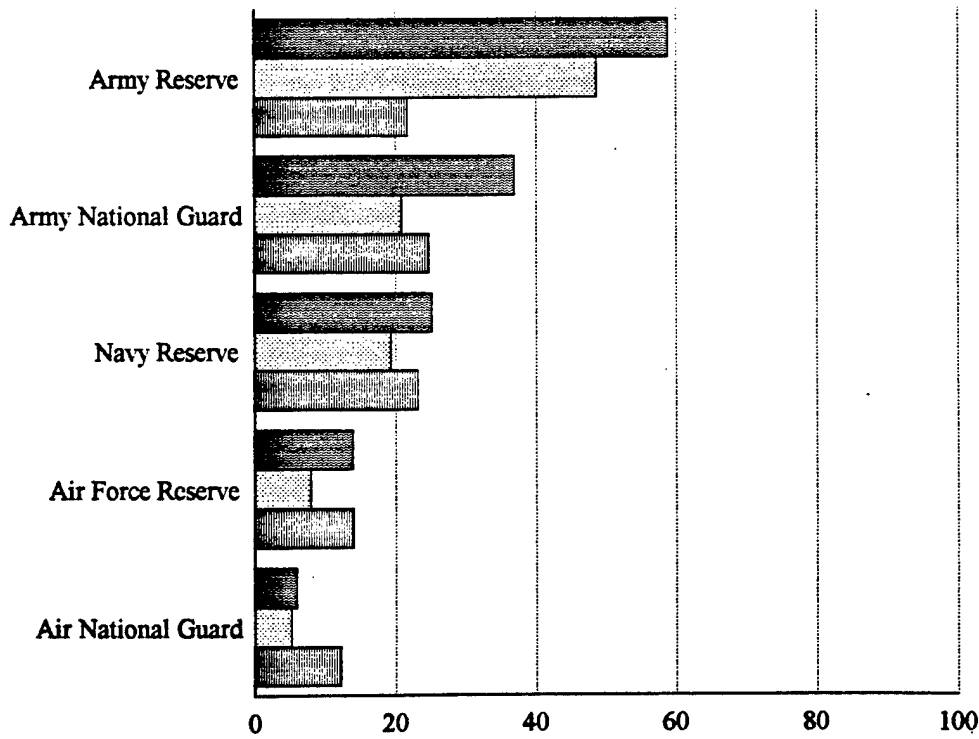
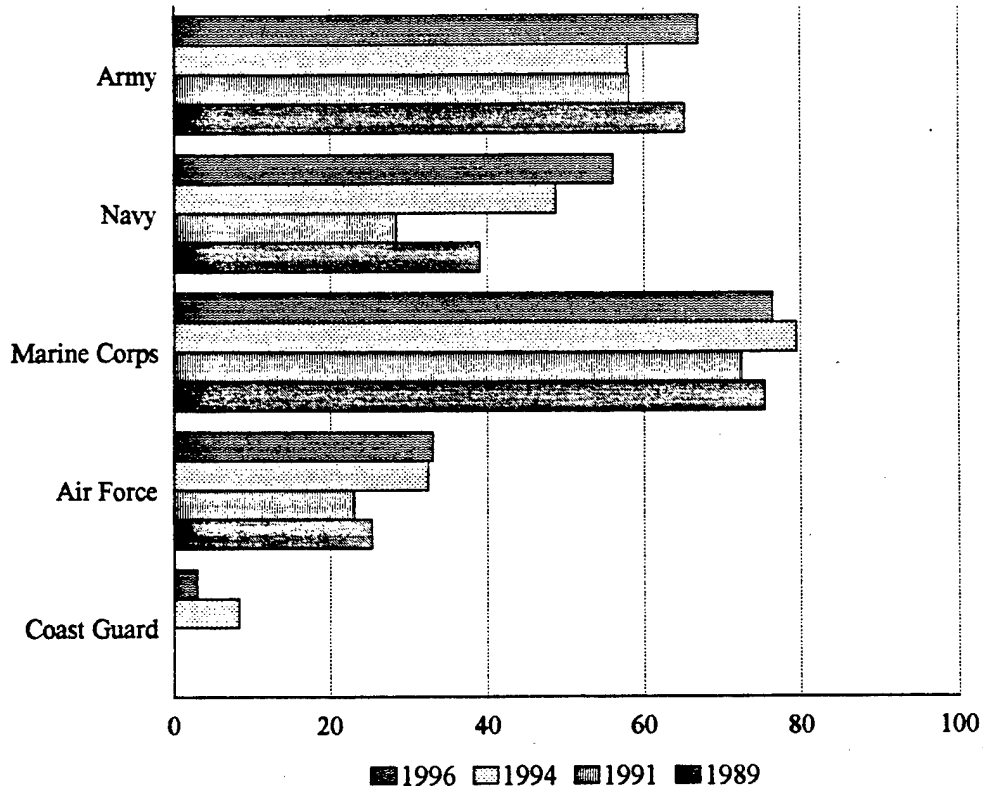


Figure 11  
*Percentage Reporting Over 60 Hours Per Week Spent Performing Duty-Related Tasks*

Table 12

*Change in Number of Hours Per Week Spent Performing Duty-Related Tasks (Percentage)*

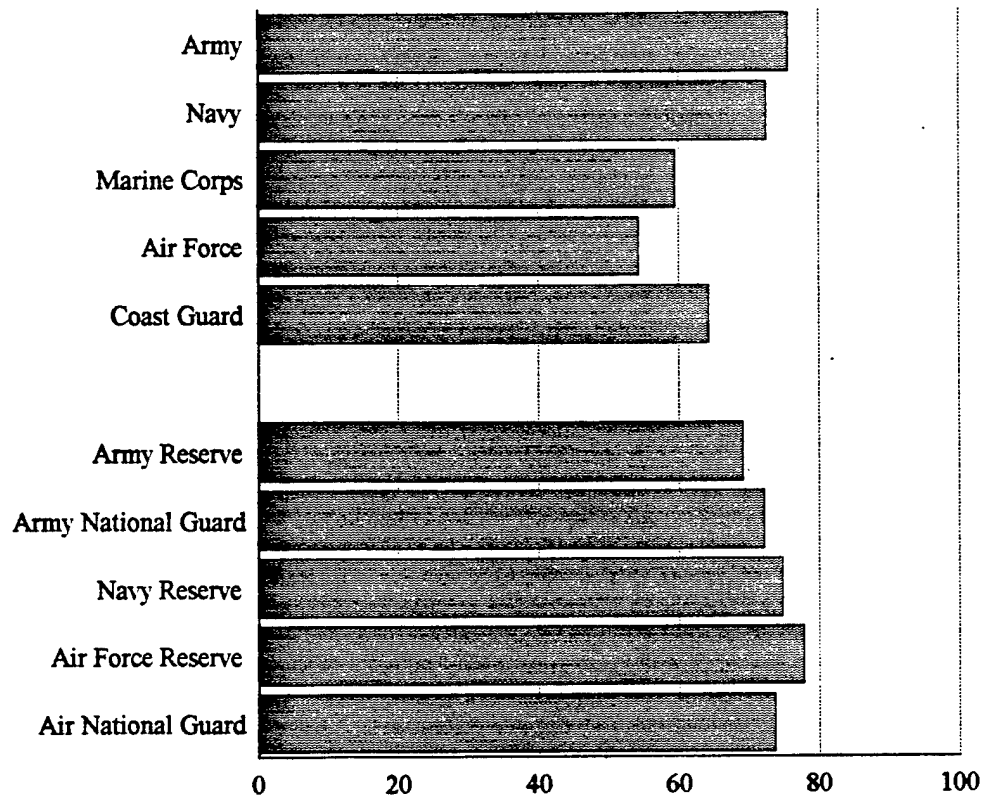
Q63F	Significance <sup>g</sup>	Greater	Same	Less
Total Active-Duty DoD	N/A	69.8	25.7	4.4
Army	p < 0.01	75.7	21.9	2.4
Navy	n.s.	72.6	23.7	3.8
Marine Corps	p < 0.01	59.6	34.1	6.2
Air Force	p < 0.01	54.4	32.1	13.5
Coast Guard <sup>a</sup>	p < 0.01	64.3	33.7	2.0
Total Reserve/National Guard <sup>b</sup>	N/A	72.1	23.9	4.0
Army Reserve	n.s.	69.2	25.4	5.3
Army National Guard	n.s.	72.2	23.7	4.1
Navy Reserve	p < 0.05	74.8	23.3	1.9
Air Force Reserve	p < 0.05	77.9	19.8	2.3
Air National Guard	n.s.	73.8	23.1	3.2

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>g</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 12**  
*Percentage Reporting Working Greater Number of Duty-Related Hours Per Week*

### *Active-Duty*

Overall, more than two-thirds (69.8 percent) of Active-Duty DoD Recruiters reported working a greater number of hours on recruiting tasks than was the case in the past. Only 4.4 percent reported spending less time than formerly. Interestingly, nearly two-thirds (64.3%) of Coast Guard Recruiters also reported having increased their work time compared to the past, even though, as reflected in Table 11 and Figure 11, their reported average number of hours spent on performing duty-related tasks has decreased appreciably.

### *Reserve and Guard Components*

Slightly more Reserve and National Guard Component Recruiters than Active-Duty DoD Recruiters have increased their working hours since 1994. As a whole, 72.1 percent reported spending a greater number of hours recruiting in 1996 than was the case two years before or at the point they began recruiting. This proportion is highest for Air Force Reserve Recruiters (77.9%) and for Navy Reserve Recruiters (74.8%).

## **Change in Number of Work Hours Required to Meet Goal**

### *Active-Duty*

The 1996 Survey also asked recruiters whether there had been a change in the number of work hours per week required to meet goal since 1994 or since they began recruiting. Table 13 and Figure 13 reflect their responses.

Among all Active-Duty DoD Recruiters, close to three-fourths (71.9%) indicated that a greater number of hours is required to meet goal than used to be the case. Only 4.5 percent said less time is required. Army Recruiters are the most likely to say that more hours are required to meet goal (80.8% say this) and Air Force Recruiters are the least likely to say this (55.3%). Coast Guard Recruiters are the most likely of all Active-Duty Recruiters to report that the same amount of time is required to carry out their duties as was the case formerly (40.8% of them indicated this).

### *Reserve and Guard Components*

Reserve and Guard Component Recruiters are somewhat more likely than Active-Duty Recruiters to report that a greater number of hours are needed to make goal than was true in 1994 or when they began recruiting. A full three-fourths (75.6%) said that the number of hours required per week is now greater and only 3.2 percent said that it is now less. Except in the Air National Guard, individual Component proportions vary only slightly from the aggregate figure. For the Air National Guard, the percentage is 67.3. However, Army Reserve Recruiters are the most likely (5.1%) to report fewer work hours required to meet goal. Among Air Force Reserve Recruiters, on the other hand, none perceive that less time is required than was the case two years ago or when they began recruiting.



Table 13

*Change in Number of Work Hours Required To Meet Goal (Percentage)*

Q63H	Significance <sup>8</sup>	Greater	Same	Less
Total Active-Duty DoD	N/A	71.9	23.6	4.5
Army	p < 0.01	80.8	17.3	2.0
Navy	n.s.	72.4	24.1	3.4
Marine Corps	p < 0.01	58.3	33.5	8.2
Air Force	p < 0.01	55.3	32.7	12.0
Coast Guard <sup>a</sup>	p < 0.01	58.2	40.8	1.0
Total Reserve/National Guard <sup>b</sup>	N/A	75.6	21.2	3.2
Army Reserve	p < 0.05	73.5	21.4	5.1
Army National Guard	p < 0.05	77.4	20.2	2.4
Navy Reserve	n.s.	77.9	19.3	2.8
Air Force Reserve	p < 0.01	70.9	29.1	0.0
Air National Guard	p < 0.01	67.3	29.1	3.6

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>8</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

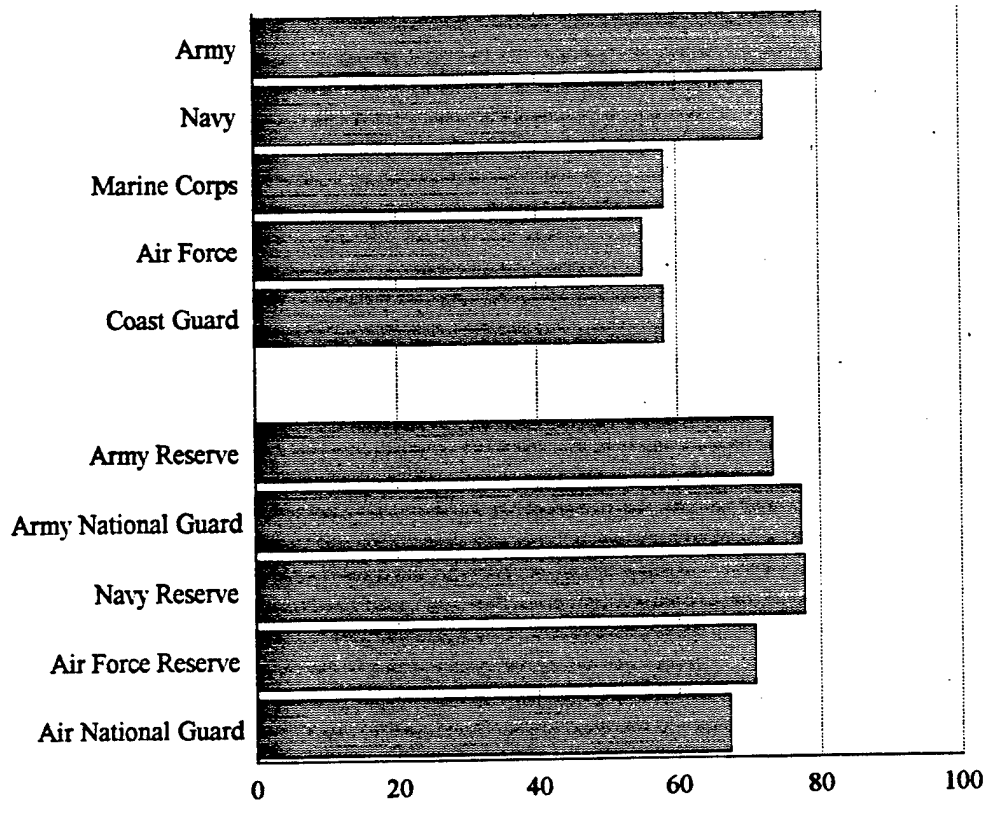


Figure 13  
*Percentage Reporting Greater Number of Hours Required to Meet Goal*

## **Change in Amount of Free Time for Personal Duties**

### ***Active-Duty***

Among Active-Duty DoD Recruiters as a whole, Table 14 and Figure 14 reveal that only 5.0 percent report having a greater amount of free time to attend to personal duties than was the case in 1994 or since they began their recruiting assignments. Just over one-quarter (26.2%) report that they have retained the same amount of time, and 68.8 percent say they have less free time than before for personal duties. Differences in reported change across the services are quite substantial. While 75.3 percent of Army Recruiters report having less time available for personal responsibilities, 60.9 percent of Air Force Recruiters register such a diminution in personal time. For the Marine Corps, it is similar (61.2%). Only 39.8 percent of Coast Guard Recruiters reported a compression of their personal time and 2.0 percent said it is greater.

### ***Reserve and Guard Components***

About two-thirds (66.0%) of Reserve and Guard Recruiters, as a whole, indicated that free time available to them for personal duties is now less than was the case in 1994 or when their recruiting duties began. Not quite two-thirds (63.8%) of Army National Guard Recruiters feel this way while a proportion approaching three-fourths (72.3%) of Army Reserve Recruiters report such a reduction in personal time.

## **Leave Voluntarily Not Taken in Past Year**

### ***Active-Duty***

Overall, as displayed in Table 15 and Figure 15, more than two-thirds (68.2%) of Active-Duty DoD Recruiters said they voluntarily did not take leave during the past 12 months due to the demands of their job. This proportion is the highest for the Air Force (73.0%) and nearly as high among Marine Corps Recruiters (71.6%). The lowest proportion among Active-Duty DoD Recruiters is reported by Army Recruiters (65.5%). A significantly lower percentage of Coast Guard Recruiters report that they voluntarily declined to take leave (61.6%).

The proportion of Active-Duty DoD Recruiters who reported that they voluntarily did not take leave in the past year in order to fulfill their recruiting duties (68.2%) is dramatically higher in 1996 than was the case in earlier years. In 1994 the proportion was 46.1 percent, and in 1991, 36.1 percent. For Coast Guard Recruiters, the percentage reporting voluntarily not taking leave skyrocketed from 26.0 percent in 1994 to 61.6 percent in 1996.

### ***Reserve and Guard Components***

Nearly three-fourths (73.7%) of Reserve and Guard Component Recruiters, as a whole, voluntarily gave up or postponed taking leave in the past year. This percent varied rather widely across the Components, from a high of 79.3 percent among recruiters from the Army National Guard

Table 14

*Change in Amount of Free Time for Personal Duties (Percentage)*

Q63K	Significance <sup>a</sup>	Greater	Same	Less
Total Active-Duty DoD	N/A	5.0	26.2	68.8
Army	p < 0.01	4.7	20.0	75.3
Navy	n.s.	5.9	28.2	65.9
Marine Corps	p < 0.01	3.3	35.5	61.2
Air Force	p < 0.01	7.8	31.3	60.9
Coast Guard <sup>a</sup>	p < 0.01	2.0	58.2	39.8
Total Reserve/National Guard <sup>b</sup>	N/A	4.7	29.6	66.0
Army Reserve	p < 0.01	6.3	21.4	72.3
Army National Guard	p < 0.05	4.6	31.6	63.8
Navy Reserve	n.s.	3.7	30.9	65.3
Air Force Reserve	p < 0.01	1.2	29.1	69.8
Air National Guard	p < 0.01	3.2	37.4	59.4

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

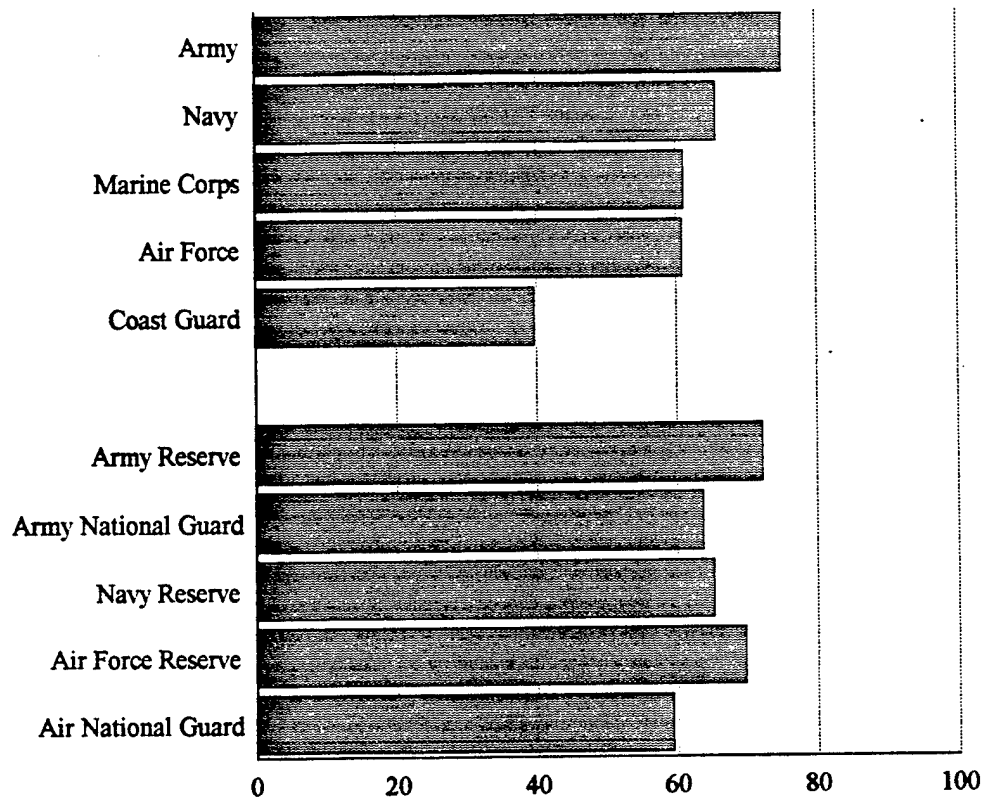


Figure 14  
*Percentage Reporting Less Free Time for Personal Duties*

Table 15

*Voluntarily Not Taken Leave Due to Demands of Job (Percentage)*

Q10	Yes	No
<b>Total Active-Duty DoD</b>		
1996	68.2	31.8
1994	46.1	53.9
1991	36.1	63.9
1989	51.0	49.0
<b>Army</b>		
1996	65.5	34.5
1994	39.3	60.7
1991	36.8	63.2
1989	51.1	48.9
<b>Navy</b>		
1996	69.0	31.0
1994	40.0	60.0
1991	25.0	75.0
1989	43.6	56.4
<b>Marine Corps</b>		
1996	71.6	28.4
1994	66.9	33.1
1991	53.4	46.6
1989	64.3	35.7
<b>Air Force</b>		
1996	73.0	27.0
1994	59.5	40.5
1991	41.3	58.7
1989	51.3	48.7
<b>Coast Guard<sup>a</sup></b>		
1996	61.6	38.4
1994	26.0	74.0
<b>Total Reserve/National Guard<sup>b</sup></b>		
1996 <sup>c</sup>	73.7	26.3
1994 <sup>d</sup>	49.7	50.3
	53.5	46.5
1991 <sup>e</sup>	48.1	51.9
<b>Army Reserve</b>		
1996	64.7	35.3
1994	38.6	61.4
1991	39.1	60.9
<b>Army National Guard</b>		
1996	79.3	20.7
1994	56.8	43.2
1991	47.8	52.2

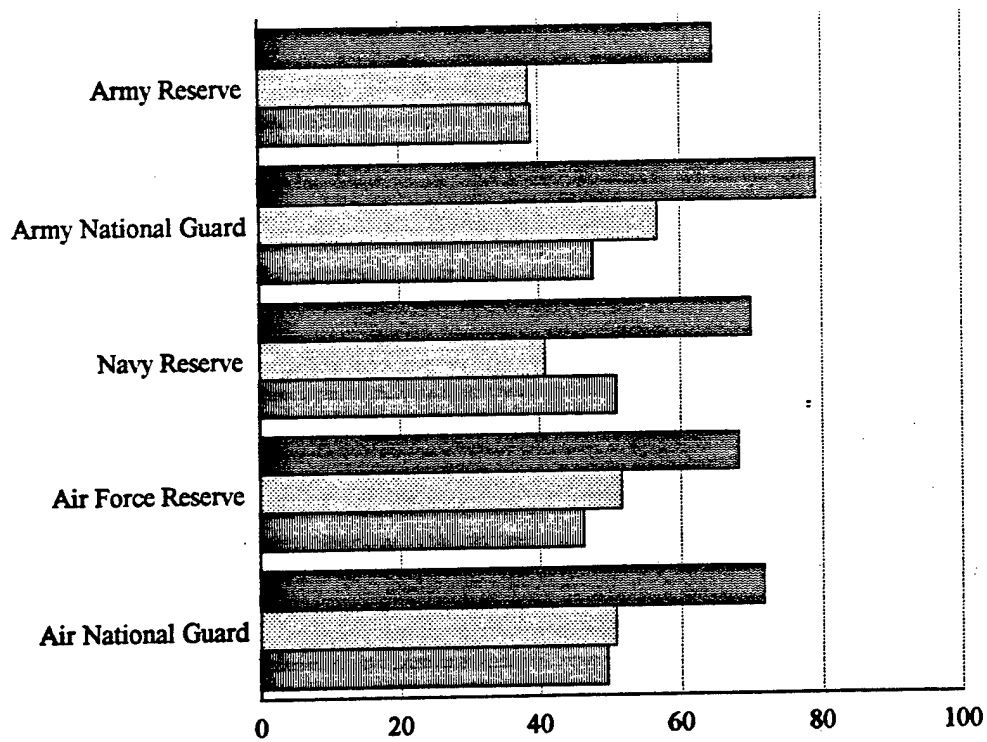
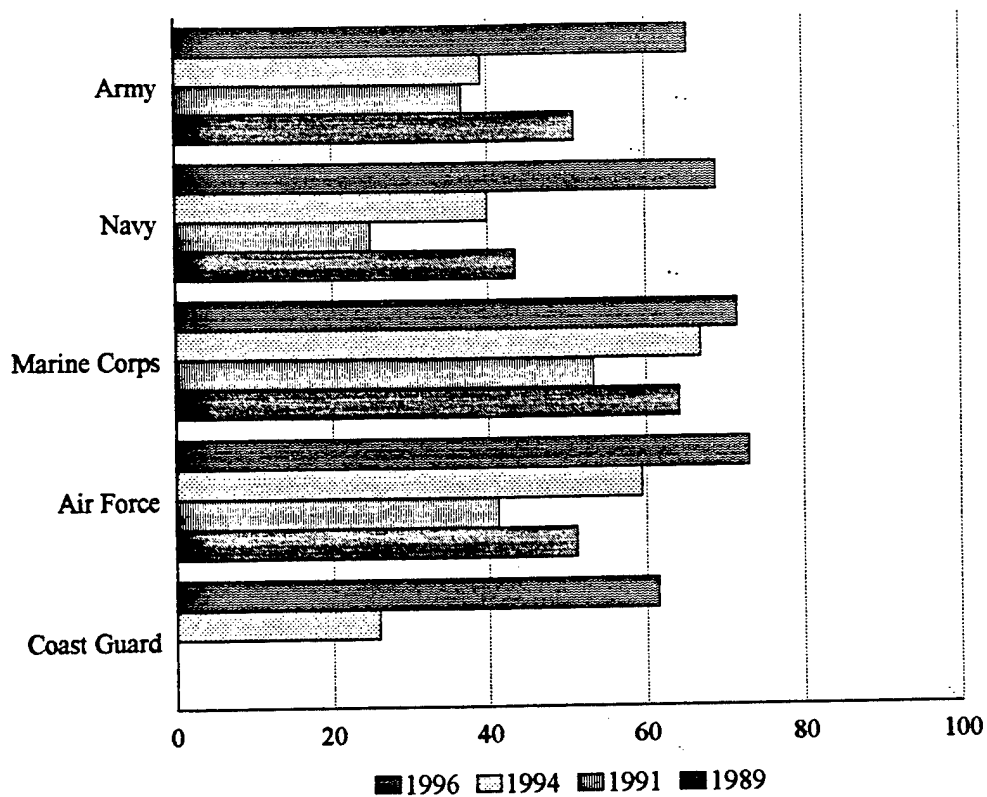
Table 15 (cont.)

Navy Reserve		
1996	70.0	30.0
1994	40.9	59.1
1991	51.0	49.0
Air Force Reserve		
1996	68.2	31.8
1994	51.6	48.4
1991	46.2	53.8
Air National Guard		
1996	71.7	28.3
1994	50.7	49.3
1991	49.6	50.4

Chi-Square Significance (Q10)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Navy	n.s.	p < 0.01	p < 0.01	p < 0.01
Marine Corps	p < 0.05	n.s.	p < 0.01	p < 0.01
Air Force	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	p < 0.01	N/A
Army National Guard	p < 0.01	p < 0.01	p < 0.01	N/A
Navy Reserve	n.s.	p < 0.01	p < 0.01	N/A
Air Force Reserve	p < 0.05	p < 0.01	p < 0.01	N/A
Air National Guard	n.s.	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 15**  
*Percentage Reporting Voluntarily Not Taking Leave Due to Demands of Job*



to a low of 64.7 percent among Army Reserve Recruiters. Among Air Force Reserve Recruiters, the proportion was 68.2 percent. The proportion of Reserve and Guard Component Recruiters who said they voluntarily gave up taking leave in order to attend to recruiting duties, like their Active-Duty DoD counterparts, is dramatically higher in 1996 than it was in 1994 (73.7% versus 49.7%). This statistic is up compared to 1994 across all five components.

### **Requested Annual Leave Denied in Past Year**

#### ***Active-Duty***

As indicated in Table 16 and Figure 16, over one-fifth (22.1%) of all Active-Duty DoD Recruiters reported that they had experienced a denial of their annual leave requests during the past year. A slightly higher proportion (24.0%) was reported by Army, although the highest percentage (27.7%) was reported among Marine Corps Recruiters. Among Coast Guard Recruiters, 5.1 percent reported denial of a leave request over the past year.

The proportion of Active-Duty DoD Recruiters claiming denial of requested annual leave changed little from 1996 to 1994, when it was 21.9 percent. However, it is higher in both of those years than in 1991, when it was 17.7 percent. Likewise, the percentage of Coast Guard Recruiters reporting denial remained essentially unchanged from 1994 (5.5% in 1994 and 5.1% in 1996).

#### ***Reserve and Guard Components***

Denial of request for annual leave appears to occur less frequently among Reserve and Guard Component Recruiters, as a whole, than among Active-Duty DoD Recruiters. Only 15.2 percent of the former, overall, claim that leave has been denied in the past year. Most likely to have experienced denial are recruiters in the Army Reserve (21.6%) and in the Army National Guard (15.8%). At the other extreme, only 3.8 percent of Navy Reserve Recruiters reported a denial of their annual leave requests during the past year; and among Air Force Reserve and Air National Guard Recruiters, the proportions were only 9.4 and 10.0 percent, respectively.

Reserve and National Guard Component Recruiters, like their Active-Duty counterparts, were not any more likely to report denial of annual leave requests in 1996 than they were in 1994. In 1996, 15.2 percent of them reported denial; and in 1994, 13.8 percent did so.

### **OTHER INDICATORS OF CHANGE IN JOB DEMANDS**

As referenced earlier, one section of the 1996 Survey asked recruiters about changes in recruiting life since 1994 or since they began recruiting. Questions included whether they now spend more or less time with youth actively recruiting and whether they now spend more or less time participating in community events that support recruiting than was the case in the past. Recruiters also had been asked in the 1994 Survey about the amount of time spent actively recruiting compared to their experience in 1992. Tables 17 and 18 and Figures 17 and 18 display the recruiters' responses to these questions.

Table 16  
*Request for Annual Leave Denied (Percentage)*

Q11	Yes	No
<b>Total Active-Duty DoD</b>		
1996	22.1	77.9
1994	21.9	78.1
1991	17.7	82.3
<b>Army</b>		
1996	24.0	79.0
1994	23.9	76.1
1991	22.6	77.4
<b>Navy</b>		
1996	14.2	85.8
1994	14.3	85.7
1991	6.7	93.3
<b>Marine Corps</b>		
1996	27.7	72.3
1994	28.7	71.3
1991	23.6	76.4
<b>Air Force</b>		
1996	21.6	78.4
1994	25.5	74.5
1991	21.5	78.5
<b>Coast Guard<sup>a</sup></b>		
1996	5.1	94.9
1994	5.5	94.5
<b>Total Reserve/National Guard<sup>b</sup></b>		
1996 <sup>c</sup>	15.2	84.8
1994 <sup>d</sup>	13.8	86.2
	10.3	89.7
1991 <sup>e</sup>	11.3	88.7
<b>Army Reserve</b>		
1996	21.6	78.4
1994	24.2	75.8
1991	13.6	86.4
<b>Army National Guard</b>		
1996	15.8	84.2
1994	10.0	90.0
1991	11.6	88.4
<b>Navy Reserve</b>		
1996	3.8	96.3
1994	6.3	93.8
1991	8.7	91.3

Table 16 (cont.)

Air Force Reserve		
1996	9.4	90.6
1994	16.5	83.5
1991	7.8	92.2
Air National Guard		
1996	10.0	90.0
1994	17.3	82.7
1991	12.2	87.8

Chi-Square Significance (Q11)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	p < 0.01	N/A
Army	p < 0.05	n.s.	n.s.	N/A
Navy	p < 0.01	n.s.	p < 0.01	N/A
Marine Corps	p < 0.01	n.s.	n.s.	N/A
Air Force	n.s.	n.s.	n.s.	N/A
Coast Guard	p < 0.01	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	n.s.	n.s.	N/A
Army National Guard	n.s.	p < 0.01	p < 0.05	N/A
Navy Reserve	p < 0.01	p < 0.05	p < 0.05	N/A
Air Force Reserve	p < 0.01	p < 0.01	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.05	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

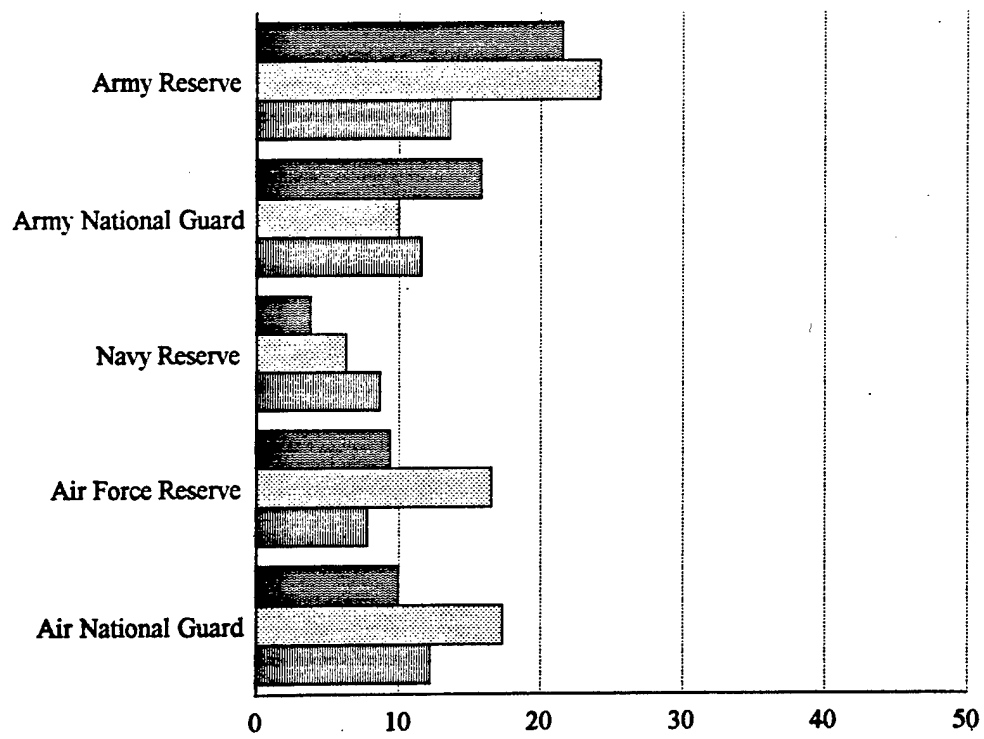
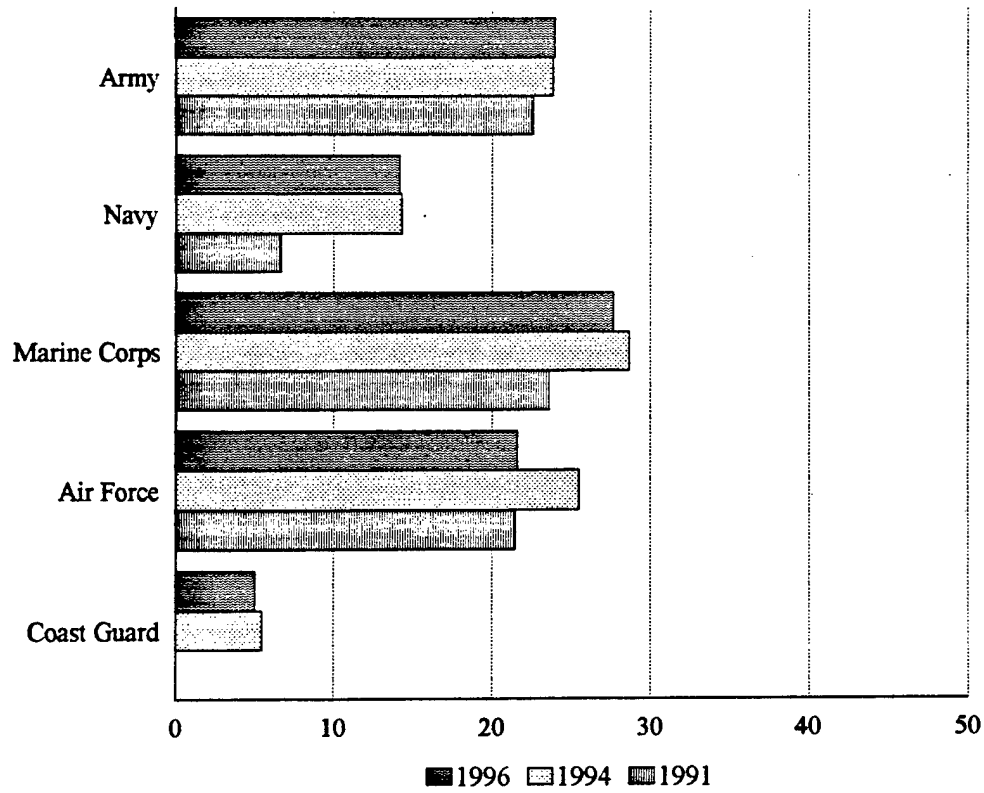


Figure 16  
*Percentage Reporting That Request for Annual Leave Was Denied*

## **Time with Youth Actively Recruiting**

### ***Active-Duty***

As seen in Table 17 and Figure 17, just over two-fifths (42.1%) of all Active-Duty DoD Recruiters reported spending a greater amount of time with youth, actively recruiting, than earlier; while 13.3 percent said they now spend less time in this way. Variation across the individual Active-Duty DoD Services in this regard is small. Navy Recruiters look the most different, with 39.2 percent saying they now spend more time with youth. In contrast, over half (53.1%) of Coast Guard Recruiters say their time commitment to interacting with youth for the purpose of recruiting has become greater than it used to be. The proportion of all Active-Duty DoD Recruiters who say they now spend a greater amount of time with youth actively recruiting than earlier has increased considerably since the respondents were asked this question in the 1994 Survey, with 1991 as the reference point (42.1% now compared to 29.7% in 1994). All Services reported significant increases.

### ***Reserve and Guard Components***

The variation across the Reserve and Guard Components in reported change in the amount of time spent with youth, actively recruiting, is much greater than was the case among Active-Duty DoD Recruiters. Although 43.3 percent, as a whole, report spending more time than in the past, this proportion ranges all the way from 52.3 percent in the Army National Guard to just 8.5 percent in the Navy Reserve. In similar fashion to Active-Duty DoD Recruiters, all Reserve and National Guard Components in 1996 are substantially more likely to report that they spend a greater amount of time with youth now, as compared to two years ago, than were respondents to the 1994 Survey when they compared their time allocation with that in 1992 (31.0% in the 1994 Survey, compared to 43.3% in the 1996 Survey).

## **Time Participating in Community Events to Support Recruiting**

### ***Active-Duty***

As Table 18 and Figure 18 reveal, 80.3 percent of Active-Duty DoD Recruiters, overall, report that they now spend either the same or a greater amount of time on community events that support recruiting efforts than they did in 1994 or whenever they began recruiting duty. More than one-quarter (31.3%) spend a greater amount of time. The differences across the DoD Services are significant. Over one-fourth (27.3%) of Navy Recruiters, but 35.5 percent of Air Force Recruiters, say that they spend more time now than in the past at community events. Coast Guard Recruiters are more likely than any other Active-Duty Recruiters to report spending a greater amount of time at community events now than earlier. Two-fifths (39.8%) say this is the case and only 6.1% percent report less time involvement in such activities.

Table 17

*Amount of Time Spent Interacting with Youth Actively Recruiting (Percentage)*

Q63E	Greater	Same	Less
<b>Total Active-Duty DoD</b>			
1996	42.1	44.6	13.3
1994	29.7	55.4	14.9
<b>Army</b>			
1996	43.4	43.8	12.8
1994	28.7	57.7	13.6
<b>Navy</b>			
1996	39.2	44.4	16.4
1994	26.5	54.0	19.5
<b>Marine Corps</b>			
1996	41.9	46.4	11.6
1994	36.1	54.1	9.8
<b>Air Force</b>			
1996	44.3	44.8	10.9
1994	33.1	52.3	14.6
<b>Coast Guard<sup>a</sup></b>			
1996	53.1	35.7	11.2
1994	26.4	59.7	13.9
<b>Total Reserve/National Guard<sup>f</sup></b>			
1996 <sup>c</sup>	43.3	41.2	15.5
1994 <sup>d</sup>	31.0	49.1	19.9
<b>Army Reserve</b>			
1996	38.7	46.0	15.3
1994	30.2	54.4	15.4
<b>Army National Guard</b>			
1996	52.3	38.6	9.1
1994	35.4	50.2	14.4
<b>Navy Reserve</b>			
1996	8.5	46.2	45.2
1994	14.8	33.0	52.1
<b>Air Force Reserve</b>			
1996	40.7	37.2	22.1
1994	18.6	57.0	24.4
<b>Air National Guard</b>			
1996	51.1	37.1	11.8
1994	31.6	44.8	23.6

(cont.)

Table 17 (cont.)

Chi-Square Significance (Q63E)	Comparison within 1996 <sup>g</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	N/A	N/A
Army	n.s.	p < 0.01	N/A	N/A
Navy	p < 0.05	p < 0.01	N/A	N/A
Marine Corps	n.s.	p < 0.05	N/A	N/A
Air Force	n.s.	p < 0.01	N/A	N/A
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.05	p < 0.01	N/A	N/A
Army National Guard	p < 0.01	p < 0.01	N/A	N/A
Navy Reserve	p < 0.01	p < 0.01	N/A	N/A
Air Force Reserve	p < 0.05	p < 0.01	N/A	N/A
Air National Guard	p < 0.01	p < 0.01	N/A	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>f</sup> Army Reserve Recruiters are included in both 1996 and 1994 percentages for Total Reserve/National Guard.
- <sup>g</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

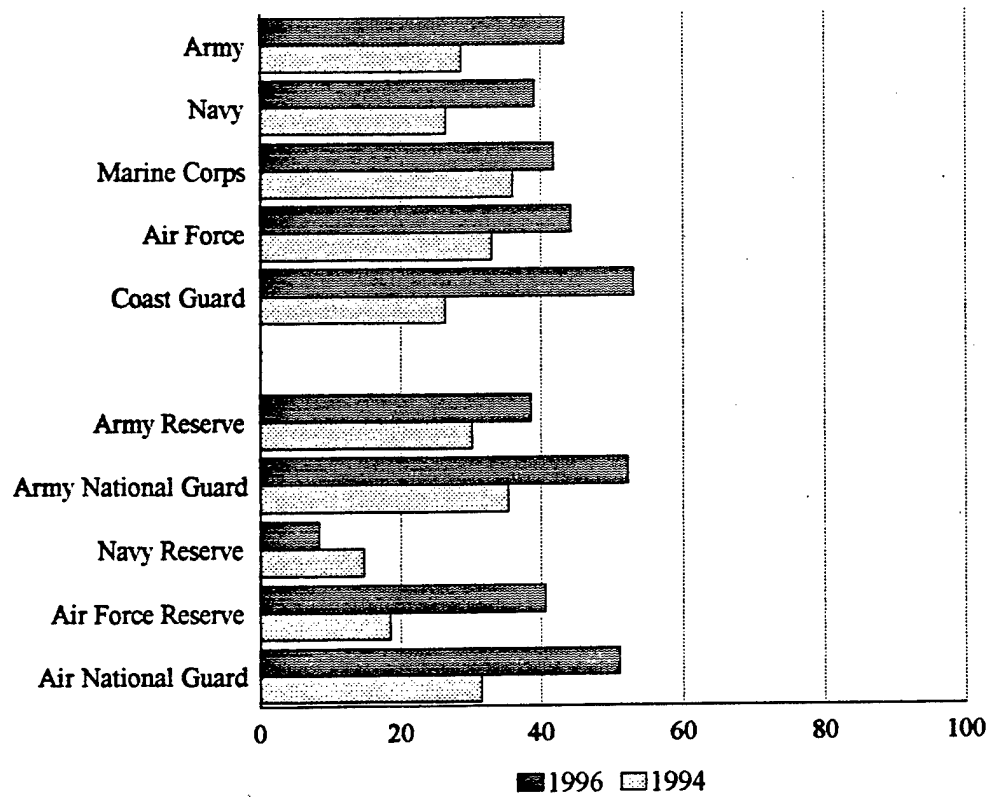


Figure 17  
*Percentage Reporting More Time Spent With Youth Actively Recruiting*



Table 18  
*Change in Amount of Time Participating in Community Events to Support Recruiting  
 (Percentage)*

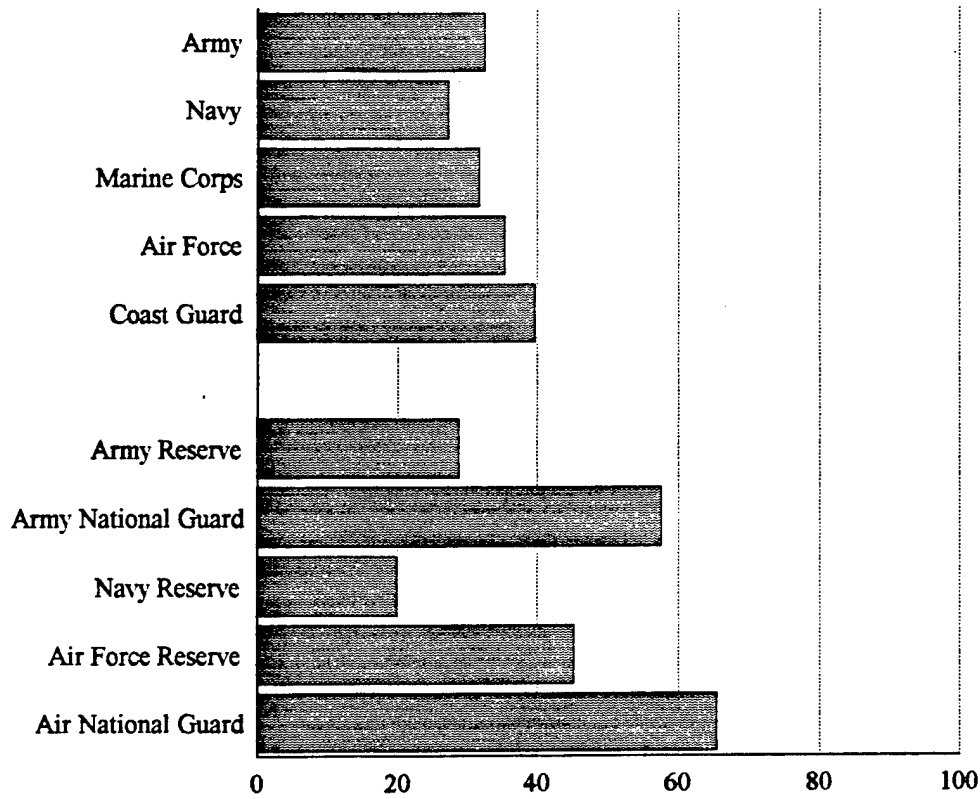
Q63G	Significance <sup>8</sup>	Greater	Same	Less
Total Active-Duty DoD	N/A	31.3	49.0	19.6
Army	n.s.	32.6	47.7	19.8
Navy	p < 0.01	27.3	49.4	23.3
Marine Corps	n.s.	31.8	50.7	17.5
Air Force	p < 0.01	35.5	51.6	12.9
Coast Guard <sup>a</sup>	p < 0.01	39.8	54.1	6.1
Total Reserve/National Guard <sup>b</sup>	N/A	46.0	41.7	12.4
Army Reserve	p < 0.01	28.8	50.8	20.3
Army National Guard	p < 0.01	57.7	35.4	6.8
Navy Reserve	p < 0.01	19.9	55.3	24.8
Air Force Reserve	n.s.	45.3	43.0	11.6
Air National Guard	p < 0.01	65.5	30.9	3.6

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>8</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 18**  
*Percentage Reporting More Time Participating in Community Events That Support Recruiting*

## *Reserve and Guard Components*

Recruiters from Reserve and Guard Components are considerably more likely than Active-Duty Recruiters to have increased the amount of time they spend at community events to support their recruiting efforts. Overall, 46.0 percent report contributing a greater amount in this activity than in 1994 or when they began recruiting. Another 41.7 percent judge their time commitment to be the same as it has been in the past. The differences across the Components in this allocation of time are very large. Only one-fifth (19.9%) of Navy Reserve Recruiters report that their time commitment has increased, while nearly two-thirds (65.5%) of Air National Guard Recruiters indicate that this has been their experience. Among recruiters from the Army Reserve and the Army National Guard, 28.8 percent and 57.7 percent, respectively, say they have come to spend a greater amount of time in community events.

### **GOAL STRESS**

As in past surveys, the 1996 Recruiter Survey contains three items directly concerned with stress that recruiters may experience in attempting to reach their goals. One asks whether they feel that success in reaching goal has a "make or break" effect on their military careers. A second asks if they feel pressured to continue recruiting even after reaching their monthly goals, while the third inquires whether they are punished if they fall short of goal. In addition to these three direct queries, recruiters were asked how many applicants they turn down each month due to minor medical conditions, a potential source of considerable frustration to those striving to make goal.

#### **"Make or Break" Effect on Military Career**

##### *Active-Duty*

Altogether, as displayed in Table 19 and Figure 19, three-quarters (75.6%) of Active-Duty DoD Recruiters agree that success in reaching goal has a "make or break" effect on their military careers. Only 9.5 percent disagree. With the exception of Army Recruiters (70.6% of whom agree with the "make or break" effect), the level of agreement is several percentage points higher in each of the individual Services. It is highest (85.1%) for Marine Corps Recruiters and at 81.8 percent for Air Force Recruiters. The response pattern among Coast Guard Recruiters, however, presents a very different picture. Only 13.4 percent agree and 58.8 percent disagree that success in reaching goal has a "make or break" effect on their military careers.

Overall, the opinion of Active-Duty DoD Recruiters has not changed since 1994. Opinion among Marine Corps Recruiters, however, is significantly different. At that earlier point, a higher proportion (90.3% versus 85.1% now) felt that making goal exerted a "make or break" effect on a recruiter's career.

##### *Reserve and Guard Components*

The proportion of Reserve and Guard Recruiters, overall, who agree with the "make or break" effect (76.2%) is very close to the 75.6 percent among Active-Duty DoD Recruiters, taken as a whole. The variation across the Components, however, is greater than was the case for Active-

Table 19

*Has a "Make or Break" Effect on Military Career (Percentage)*

Q19D	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	75.6	14.9	9.5
1994	74.6	15.2	10.2
1991	75.4	16.2	8.5
1989	77.6	14.3	8.1
<b>Army</b>			
1996	70.6	18.3	11.1
1994	67.5	19.6	12.9
1991	81.0	12.0	7.1
1989	78.1	13.5	8.4
<b>Navy</b>			
1996	75.0	14.8	10.1
1994	72.6	15.7	11.7
1991	63.0	24.6	12.4
1989	77.0	16.2	6.7
<b>Marine Corps</b>			
1996	85.1	9.2	5.8
1994	90.3	6.6	3.0
1991	84.3	11.8	3.9
1989	81.7	12.6	5.7
<b>Air Force</b>			
1996	81.8	10.4	7.8
1994	85.8	8.8	5.5
1991	74.6	15.6	9.8
1989	70.9	15.8	13.3
<b>Coast Guard<sup>a</sup></b>			
1996	13.4	27.8	58.8
1994	17.1	24.3	58.6
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	76.2	14.7	9.1
1994 <sup>d</sup>	75.5	13.9	10.6
	75.9	13.3	10.8
1991 <sup>e</sup>	74.2	17.8	8.0
<b>Army Reserve</b>			
1996	69.9	20.8	9.3
1994	74.3	15.5	10.2
1991	60.9	21.7	17.4
<b>Army National Guard</b>			
1996	79.8	12.5	7.7
1994	75.7	14.2	10.1
1991	75.1	17.4	7.5

Table 19 (cont.)

Navy Reserve				
1996	88.3	6.6	5.2	
1994	90.7	4.2	5.1	
1991	80.6	16.5	2.9	
Air Force Reserve				
1996	65.1	16.9	18.1	
1994	62.2	20.0	17.8	
1991	84.4	6.5	9.1	
Air National Guard				
1996	52.6	24.4	23.0	
1994	56.9	19.6	23.4	
1991	56.5	27.0	16.5	

Chi-Square Significance (Q19D)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	n.s.	n.s.
Army	p < 0.01	n.s.	p < 0.01	p < 0.01
Navy	n.s.	n.s.	p < 0.01	n.s.
Marine Corps	p < 0.01	p < 0.05	n.s.	n.s.
Air Force	p < 0.01	n.s.	n.s.	p < 0.01
Coast Guard	p < 0.01	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	n.s.	n.s.	N/A
Army National Guard	p < 0.01	n.s.	n.s.	N/A
Navy Reserve	p < 0.01	n.s.	p < 0.01	N/A
Air Force Reserve	p < 0.01	n.s.	p < 0.01	N/A
Air National Guard	p < 0.01	p < 0.05	p < 0.01	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

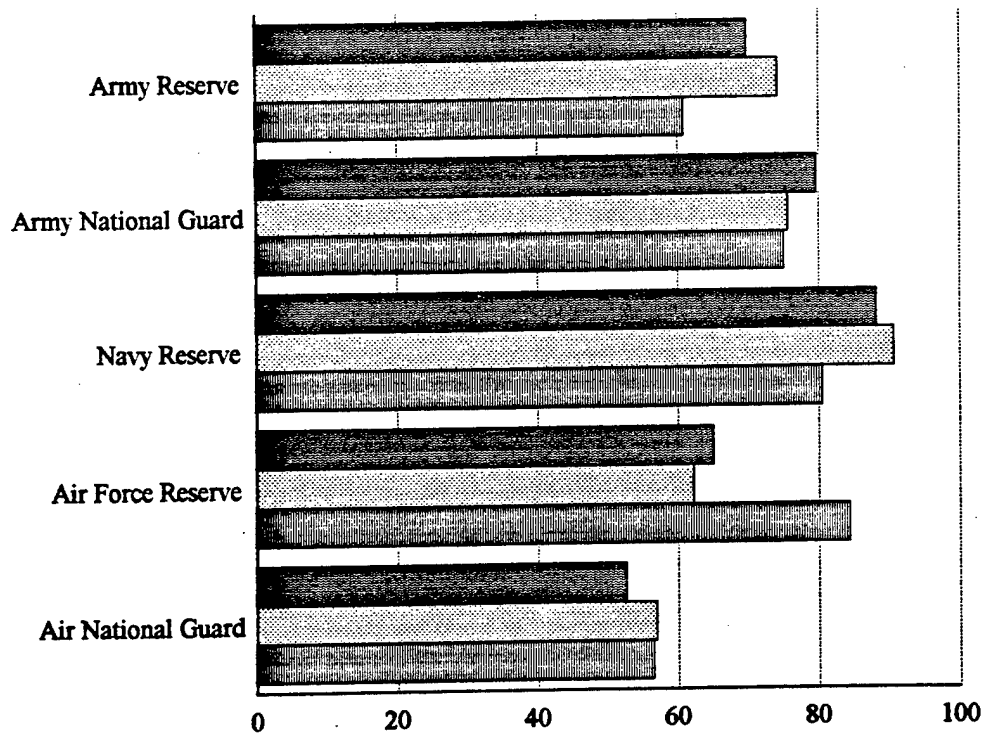
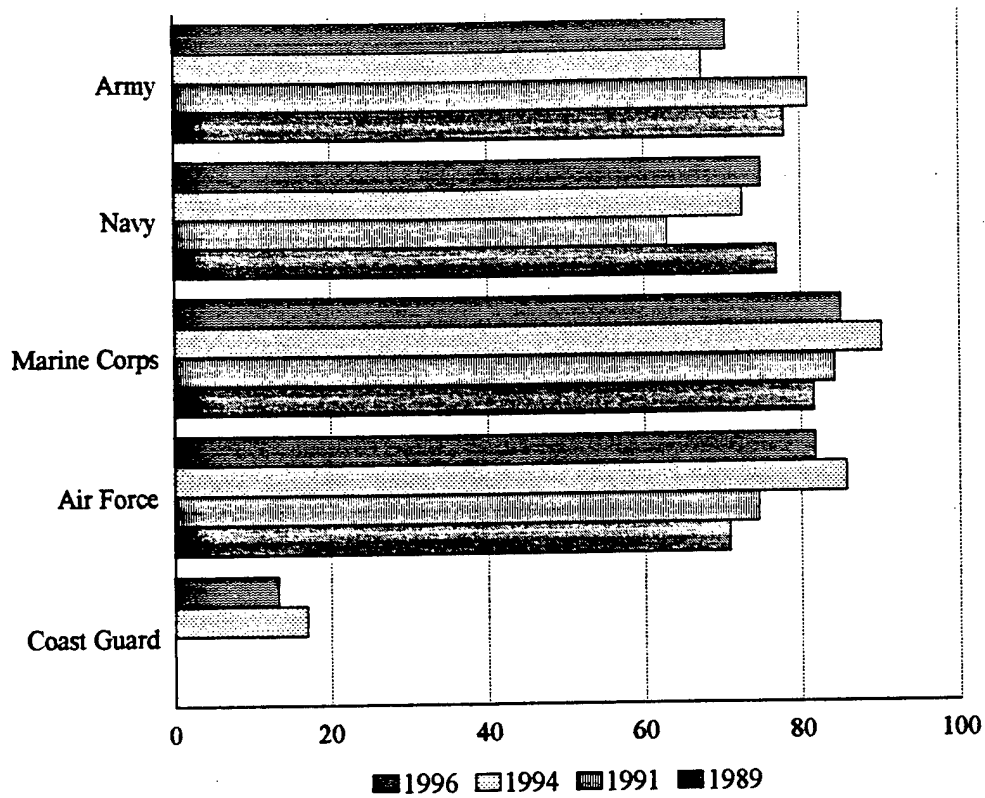


Figure 19  
 Percentage Saying Reaching Goal Has "Make or Break" Effect on Military Career

Duty Recruiters. A high of 88.3 percent of Navy Reserve Recruiters voiced agreement with the "make or break" impact of making goal. Among Army National Guard Recruiters 79.8 percent agreed, while this proportion among Army Reserve Recruiters is 69.9 percent. Among Air Force Reserve Recruiters it is 65.1 percent, and drops to a low of only 52.6 for recruiters from the Air National Guard.

Only recruiters in the Air National Guard appear to have changed their mind to any significant degree since 1994. More then, 56.9 percent in 1994 compared to 52.6 percent in 1996, perceived a greater impact of making goal on their careers.

### **Pressured to Continue Recruiting After Reaching Goal**

#### ***Active-Duty***

As displayed in Table 20 and Figure 20, 82.0 percent of all Active-Duty DoD Recruiters agree that they are pressured to continue recruiting even after they reach their monthly goals. A slightly lower proportion of Army Recruiters (79.9%) than of the other DoD Services voiced agreement. The corresponding figure for Marine Corps Recruiters is the same as for all Active-Duty DoD Recruiters: 82.0 percent. The highest level of agreement was expressed by Navy Recruiters, 85.5 percent of whom agreed that pressure to recruit continues even after goals have been met. Once again, the picture is quite different for Coast Guard Recruiters. Only 29.2 percent perceive that pressure continues and 41.7 percent say that it does not. Coast Guard Recruiters, however, are more likely to express a neutral opinion and are less likely to disagree today than was the case in 1994.

#### ***Reserve and Guard Components***

Three-fourths (75.4%) of Reserve and Guard Component Recruiters, as a whole, report feeling pressured to continue recruiting past the point of reaching monthly goal. The percentage is significantly higher among recruiters from the Army Reserve (83.5%). It is substantially lower among Air National Guard Recruiters (53.1%) and Air Force Reserve Recruiters (57.8%). Only in the Army National Guard and the Air National Guard have recruiters changed their minds appreciably on the issue since 1994. A lower percentage of Army National Guard Recruiters then agreed that they were pressured to pursue recruits even after reaching goal than is the case today (68.4% then and 74.9% now). In the Air National Guard, the corresponding proportions are 48.0 percent in 1994 and 53.1 percent in 1996.

### **Punished When Fall Short of Goal**

#### ***Active-Duty***

As Table 21 and Figure 21 reveal, 59.0 percent of Active-Duty DoD Recruiters agreed with the statement that they are punished if they fail to make goal. Air Force Recruiters are the least likely among Active-Duty DoD Recruiters to agree. Only 52.2 percent indicated agreement with the statement. Almost two-thirds (64.5%) of Army Recruiters, but 54.2 percent of Navy Recruiters agreed that failure to make goal results in punishment. In sharp contrast with Active-Duty DoD

Table 20

*Pressured to Continue Recruiting After Reaching Goal (Percentage)*

Q19E	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	82.0	12.2	5.9
1994	81.8	12.4	5.8
1991	75.7	16.0	8.3
1989	80.5	12.6	6.8
<b>Army</b>			
1996	79.9	14.0	6.0
1994	79.5	13.6	6.9
1991	79.8	13.6	6.5
1989	83.8	10.2	5.9
<b>Navy</b>			
1996	85.5	10.4	4.1
1994	84.7	9.7	5.5
1991	73.7	18.3	8.0
1989	80.0	14.3	5.7
<b>Marine Corps</b>			
1996	82.0	9.9	8.1
1994	80.6	14.7	4.7
1991	67.0	20.9	12.1
1989	73.4	17.0	9.5
<b>Air Force</b>			
1996	82.4	12.7	4.9
1994	84.4	12.1	3.6
1991	77.3	11.6	11.0
1989	76.3	13.6	10.1
<b>Coast Guard<sup>a</sup></b>			
1996	29.2	29.2	41.7
1994	26.9	19.4	53.7
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	75.4	14.0	10.5
1994 <sup>d</sup>	71.3	16.1	12.6
	68.3	17.0	14.6
1991 <sup>e</sup>	62.7	22.7	14.7
<b>Army Reserve</b>			
1996	83.5	9.0	7.5
1994	79.9	13.5	6.6
1991	68.2	13.6	18.2
<b>Army National Guard</b>			
1996	74.9	15.2	10.0
1994	68.4	17.2	14.4
1991	63.5	22.7	13.8



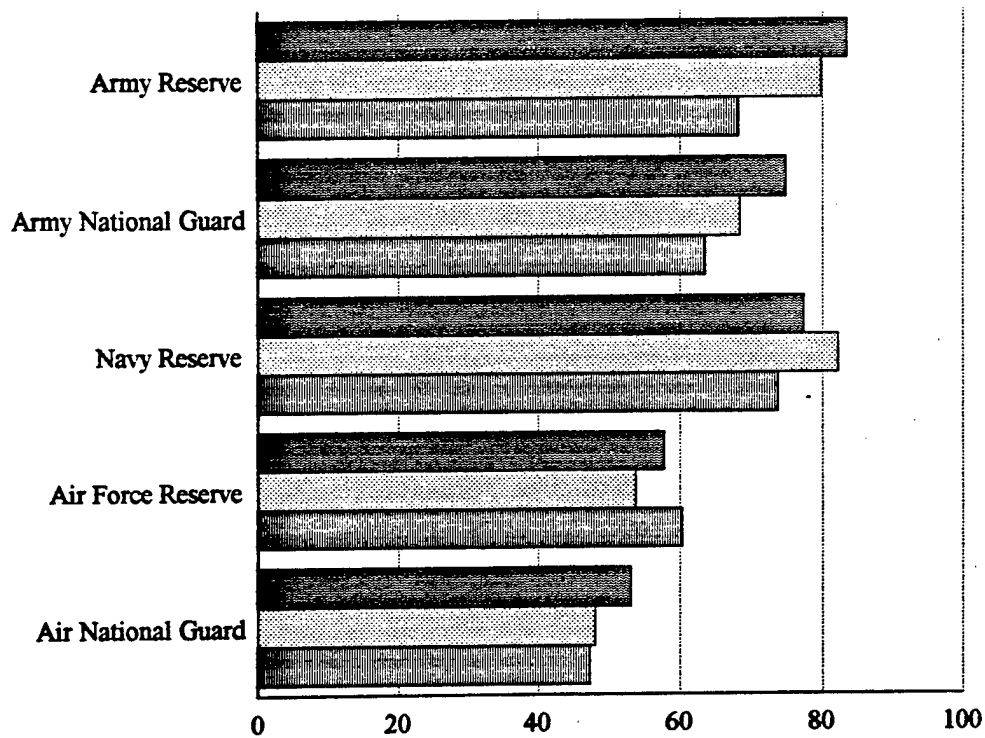
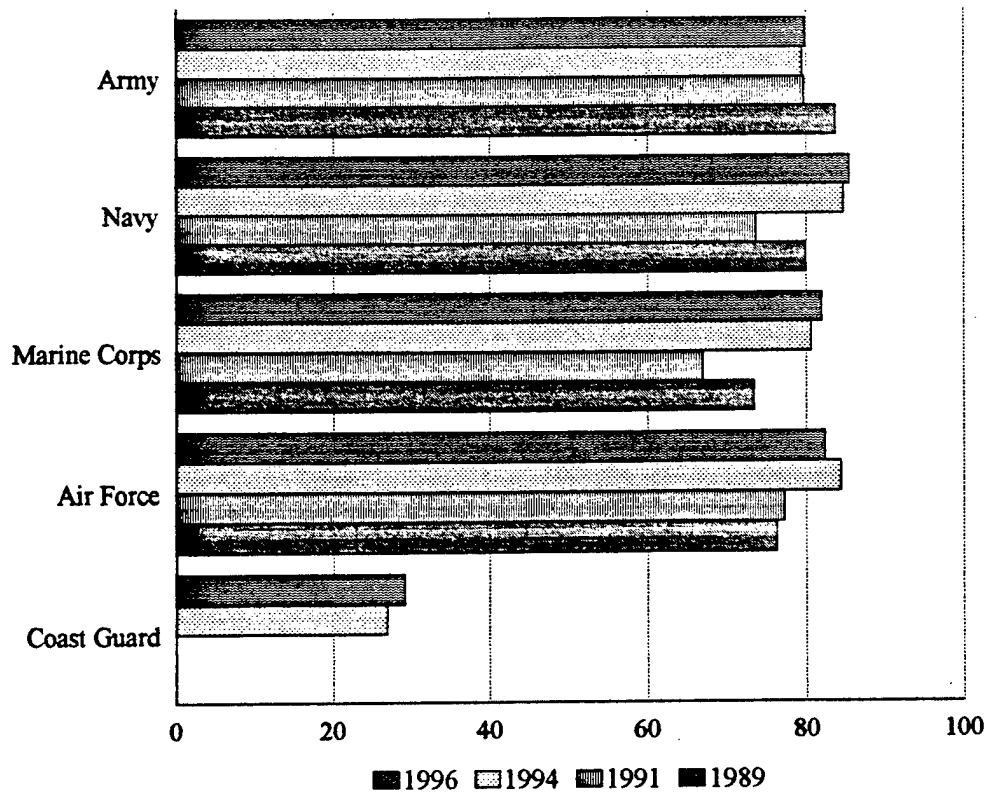
Table 20 (cont.)

Navy Reserve			
1996	77.4	13.9	8.8
1994	82.3	10.5	7.1
1991	73.8	15.5	10.7
Air Force Reserve			
1996	57.8	22.9	19.3
1994	53.8	20.9	25.3
1991	60.3	21.8	17.9
Air National Guard			
1996	53.1	20.7	26.3
1994	48.0	26.0	26.0
1991	47.3	28.5	24.2

Chi-Square Significance (Q19E)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	p < 0.01	n.s.
Army	p < 0.05	n.s.	n.s.	n.s.
Navy	p < 0.01	n.s.	p < 0.01	p < 0.05
Marine Corps	p < 0.05	p < 0.01	p < 0.01	p < 0.01
Air Force	n.s.	n.s.	p < 0.05	p < 0.01
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	n.s.	n.s.	N/A
Army National Guard	n.s.	p < 0.01	p < 0.01	N/A
Navy Reserve	n.s.	n.s.	n.s.	N/A
Air Force Reserve	p < 0.01	n.s.	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 20**  
*Percentage Feeling Pressured to Continue Recruiting After Reaching Goal*

Table 21  
*Punished When Fall Short of Goal (Percentage)*

Q19F	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	59.0	25.5	15.5
1994	53.5	30.0	16.5
1991	49.7	31.1	19.2
1989	53.8	27.7	18.5
<b>Army</b>			
1996	64.5	22.1	13.5
1994	56.4	29.5	14.1
1991	63.7	26.3	10.0
1989	64.3	22.1	13.6
<b>Navy</b>			
1996	54.2	29.5	16.3
1994	50.5	30.1	19.4
1991	34.2	35.8	30.0
1989	46.2	34.7	19.0
<b>Marine Corps</b>			
1996	55.4	26.8	17.7
1994	52.7	31.7	15.7
1991	47.0	33.1	19.9
1989	45.3	33.6	21.1
<b>Air Force</b>			
1996	52.2	29.0	18.8
1994	51.1	29.4	19.4
1991	36.8	36.3	26.9
1989	35.9	27.9	36.2
<b>Coast Guard<sup>a</sup></b>			
1996	10.2	34.7	55.1
1994	7.0	19.7	73.2
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	61.1	23.0	15.9
1994 <sup>d</sup>	52.9	25.4	21.7
	51.3	25.2	23.5
1991 <sup>e</sup>	44.7	33.2	22.1
<b>Army Reserve</b>			
1996	64.4	21.5	14.0
1994	57.7	26.0	16.3
1991	26.1	43.5	30.4
<b>Army National Guard</b>			
1996	68.1	21.5	10.3
1994	53.9	25.2	20.8
1991	48.6	32.3	19.0

Table 21 (cont.)

<b>Navy Reserve</b>				
1996	55.9	27.8	16.2	
1994	61.0	22.2	16.8	
1991	36.9	40.8	22.3	
<b>Air Force Reserve</b>				
1996	31.7	32.9	35.4	
1994	31.4	32.6	36.0	
1991	33.3	39.7	26.9	
<b>Air National Guard</b>				
1996	14.9	26.5	58.6	
1994	21.0	27.3	51.7	
1991	21.9	31.3	46.8	

Chi-Square Significance (Q19F)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	n.s.	n.s.
Navy	p < 0.01	n.s.	p < 0.01	p < 0.05
Marine Corps	n.s.	n.s.	p < 0.05	p < 0.01
Air Force	p < 0.01	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	n.s.	n.s.	p < 0.01	N/A
Army National Guard	p < 0.01	p < 0.01	p < 0.01	N/A
Navy Reserve	n.s.	n.s.	p < 0.01	N/A
Air Force Reserve	p < 0.01	n.s.	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

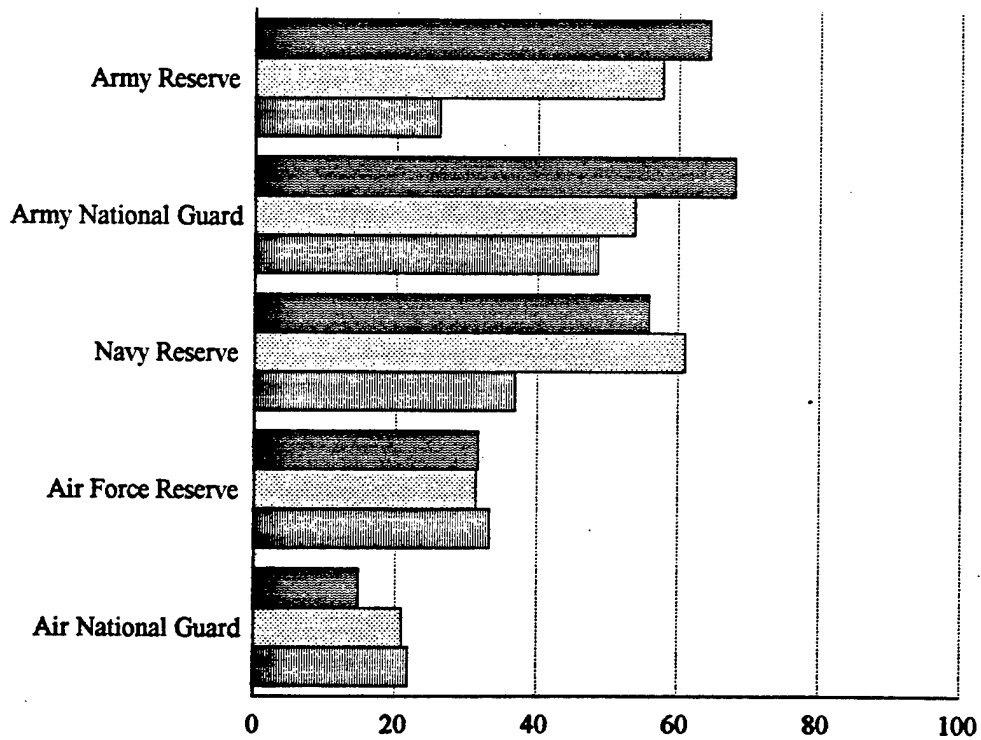
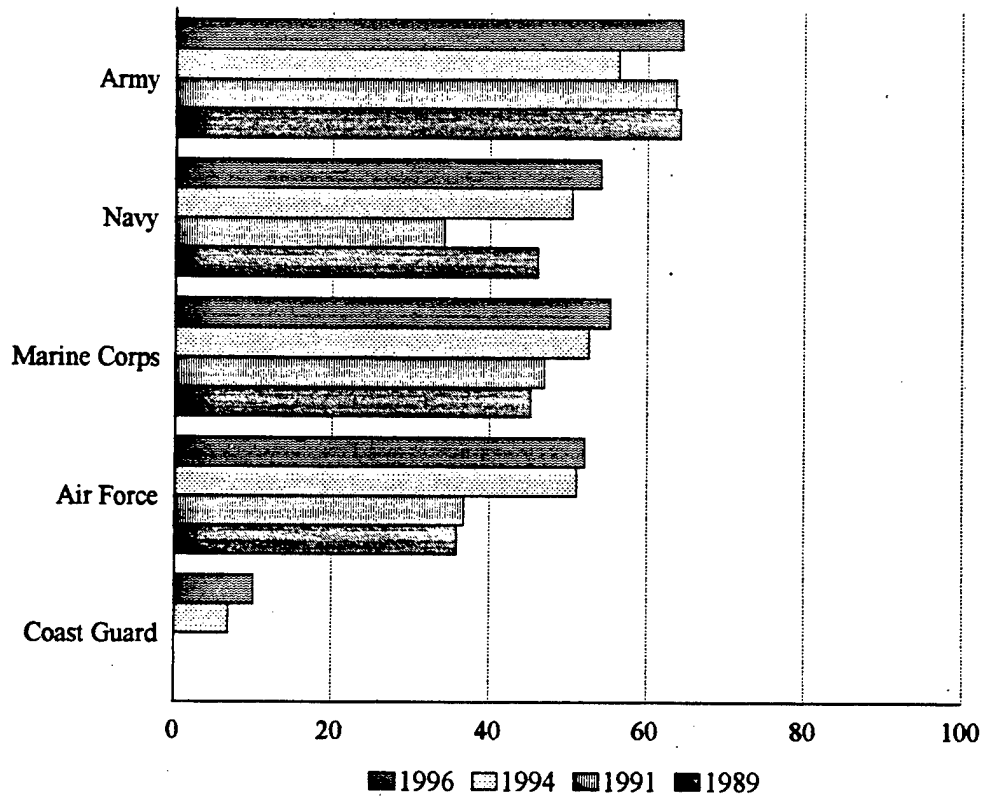
<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 21**  
*Percentage Perceiving They are Punished When Fall Short of Goal*

Recruiters, only 10.2 percent of Coast Guard Recruiters indicated that they are punished for failing to make goal.

This negative perception is held by a larger proportion of Active-Duty DoD Recruiters than was the case in 1994, when 53.5 percent expressed agreement. The same is true for Coast Guard Recruiters, although the numbers are small (10.0% now and 7.0% in 1994). The percentage disagreeing has plummeted from 73.2 percent in 1994 to 55.1 percent today.

### ***Reserve and Guard Components***

Overall, 61.1 percent of Reserve and National Guard Component Recruiters agreed that they are punished if they fall short of goal. This figure is much lower among Air Force Reserve Recruiters (31.7%) and especially, among recruiters in the Air National Guard (14.9%). It is significantly higher within the ranks of Army National Guard Recruiters, however (68.1%). Overall, expectations of punishment for failure to reach goal have grown among Reserve and National Guard Recruiters since 1994 (52.9% then versus 61.1% today). Expectations have remained largely unchanged among Navy and Air Force Reserve Recruiters.

## **Number of Applicants Turned Down Due to Minor Medical Conditions**

### ***Active-Duty***

Across all Active-Duty DoD Recruiters, as displayed in Table 22 and Figure 22, 55.1 percent reported that they turn down 0-4 otherwise qualified applicants per month for minor medical conditions. Another 28.7 percent report having to turn down 5-9 potential recruits per month for this reason, while 16.4 percent turn away 10 or more applicants per month. The distribution of these proportions is roughly similar across the individual Services, although a higher proportion of Navy Recruiters (32.1%) report turning away 5-9 applicants each month. The Coast Guard eliminates a somewhat larger number of applicants each month for minor medical conditions than do Active-Duty DoD Recruiters (46.2% turn away 0-4 applicants, 31.2% turn away 5-9, and 22.6% turn down ten or more).

### ***Reserve and Guard Components***

Altogether, 63.1 percent of Reserve and National Guard Component Recruiters turn down four or fewer applicants for minor medical conditions each month. Approximately one-fourth (25.1%) report eliminating 5-9 people for this reason, and 11.8 percent turn away ten or more applicants. Among the individual Components, Navy Reserve Recruiters and Air National Guard Recruiters tend to turn down significantly fewer applicants for minor medical reasons than the other Components do (79.6% and 74.1%, respectively, report denying applications to no more than four applicants each month). On the other hand, Army Reserve as well as Air Force Reserve Recruiters, tend to reject the highest number of applicants due to minor medical conditions (44.0% of the former and 40.6% of the latter indicated that they turn away five or more otherwise eligible applicants each month).

Table 22

*Number of Applicants Denied Due to Minor Medical Conditions (Percentage)*

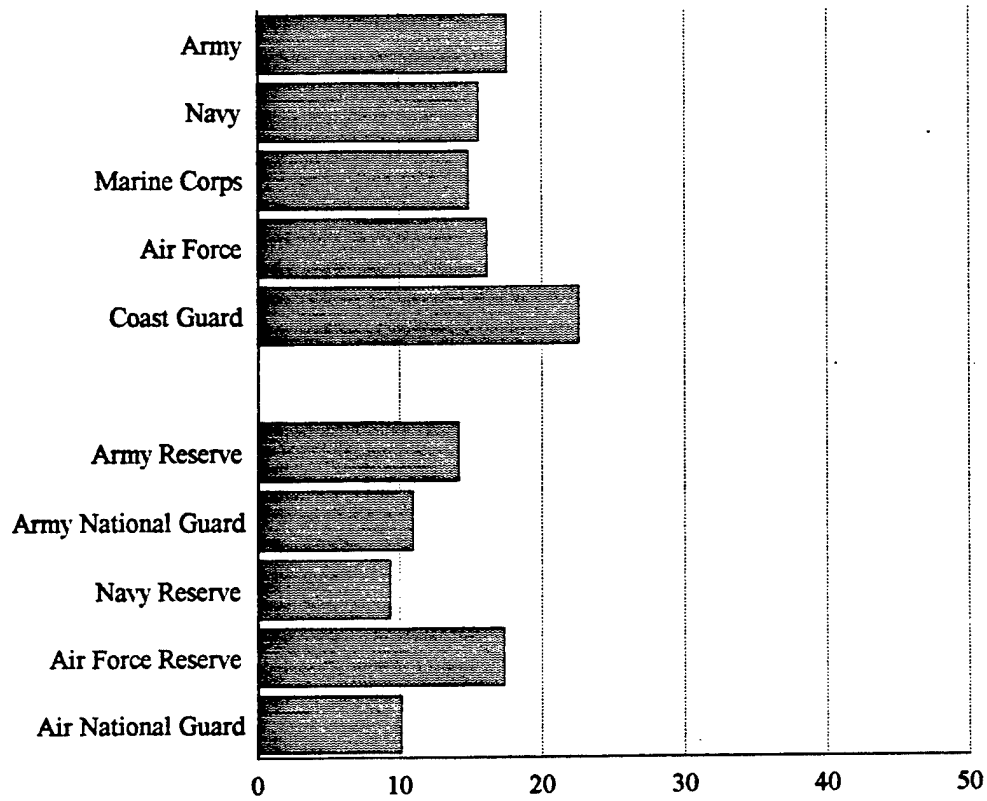
Q65	Significance <sup>5</sup>	0-4	5-9	10 or more
Total Active-Duty DoD	N/A	55.1	28.5	16.4
Army	n.s.	55.4	27.0	17.6
Navy	p < 0.05	52.3	32.1	15.6
Marine Corps	n.s.	58.7	26.4	14.9
Air Force	n.s.	53.1	30.7	16.2
Coast Guard <sup>a</sup>	p < 0.01	46.2	31.2	22.6
Total Reserve/National Guard <sup>b</sup>	N/A	63.1	25.1	11.8
Army Reserve	p < 0.01	55.9	29.8	14.2
Army National Guard	n.s.	62.6	26.4	11.0
Navy Reserve	p < 0.01	79.6	11.0	9.4
Air Force Reserve	p < 0.05	59.4	23.2	17.4
Air National Guard	p < 0.01	74.1	15.6	10.2

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>5</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 22**  
*Percentage Reporting That Ten or More Applicants Denied Per Month Due to Minor Medical Conditions*



## OUT-OF-POCKET EXPENSES

Three of the 1996 Survey items inquired about recruiters' out-of-pocket expenses for personal and job-related duties that were not reimbursed. These costs included annual medical and dental care expenses for the recruiter and dependents, monthly expenditures for duty-related expenses, and monthly housing costs, including utilities, above the Basic Allowance for Quarters (BAQ) and Variable Housing Allowance (VHA). The 1996 Survey also asks how the amount of unreimbursed medical expenses, and how the amount of paperwork required to get reimbursed for medical expenses, now compares with that in 1994 or when recruiters began recruiting duty. Expenses are reported as median dollar amounts unadjusted for inflation.

### Annual Unreimbursed Medical and Dental Expenses

#### *Active Duty*

Table 23 and Figure 23 show the median number of dollars that recruiters reported spending on medical and dental care in the past 12 months that was not reimbursed. The median number of dollars reported by all Active-Duty-DoD Recruiters in 1996 was \$267.50. This median amount decreased by \$32.50 between 1994 and 1996. Coast Guard Recruiters reported a median of \$300 in expenses, which was unchanged since 1994.

Among Active-Duty Recruiters in 1996, those in the Army, Navy, and Air Force registered the highest median expenses (\$300), while the Marine Corps reported the lowest (\$200). Recruiters in the Navy experienced a substantial increase, from \$250 in 1994 to \$300 in 1996. On the other hand, Marine Corps Recruiters and Air Force Recruiters both reported decreases of \$100 since 1994, and median unreimbursed expenses reported by Army Recruiters remained the same (at \$300).

#### *Reserve and National Guard Components*

As reported in the 1996 Survey, median unreimbursed expenses for medical and dental services over the 12 months, across all of the Reserve and National Guard Components, totaled \$400. The Army National Guard reported, by far, the highest expenses (\$500) and the Navy Reserve registered the lowest, (\$200). Recruiters in the Army Reserve reported median out-of-pocket expenditures of \$350.

Overall, median annual out-of-pocket expenditures for medical and dental services remained unchanged since 1994. Among individual Components, however, Navy Reserve Recruiters experienced a drop in median unreimbursed expenses of \$100 per annum, from \$300 to \$200. Air Force Reserve and Air National Guard Recruiters also reported \$100 decreases: from \$400 to \$300.

### Monthly Unreimbursed Duty-Related Expenses

#### *Active-Duty*

Table 23 and Figure 24 show the median number of unreimbursed dollars spent each month in performance of official duties. The amount spent by all Active-Duty DoD Recruiters was \$40.

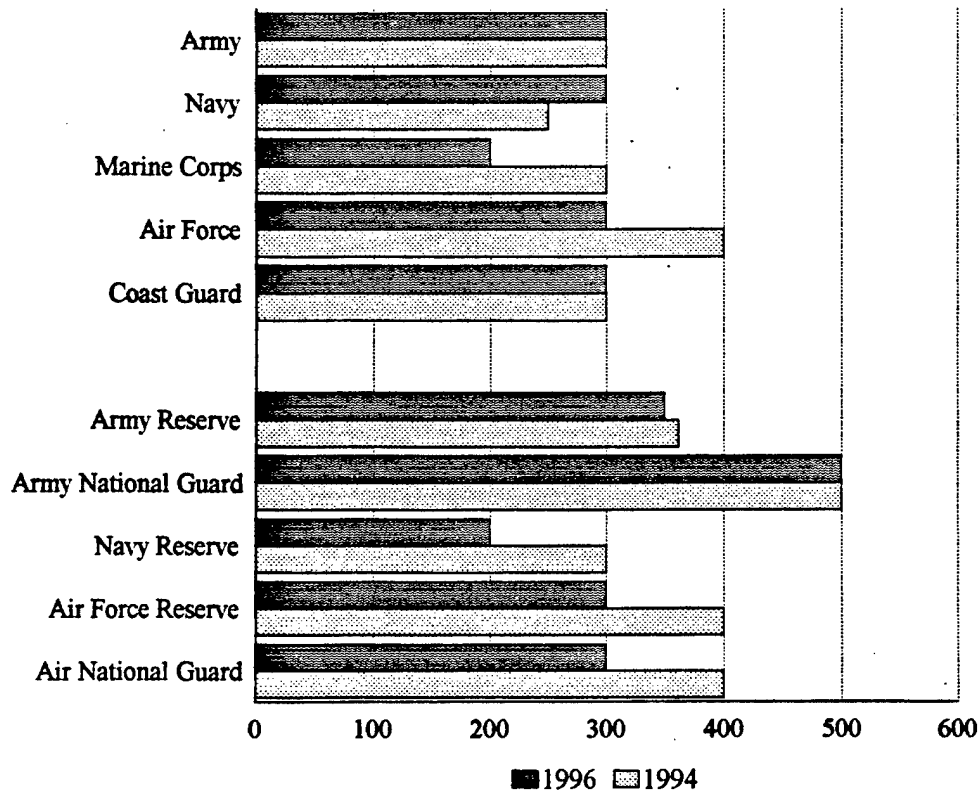
Table 23

*Median Dollars Not Reimbursed for Medical/Dental, Official Duties, and Housing Expenses  
(Dollars)*

	Medical/Dental	Official Duties	Housing
<b>Total Active-Duty DoD</b>			
1996	267.50	40.00	200.00
1994	300.00	35.00	200.00
<b>Army</b>			
1996	300.00	50.00	200.00
1994	300.00	40.00	190.00
<b>Navy</b>			
1996	300.00	30.00	230.00
1994	250.00	25.00	200.00
<b>Marine Corps</b>			
1996	200.00	40.00	200.00
1994	300.00	40.00	200.00
<b>Air Force</b>			
1996	300.00	25.00	226.00
1994	400.00	25.00	200.00
<b>Coast Guard<sup>a</sup></b>			
1996	300.00	25.00	200.00
1994	300.00	20.00	200.00
<b>Total Reserve/National Guard<sup>f</sup></b>			
1996	400.00	40.00	300.00
1994	400.00	30.00	300.00
<b>Army Reserve</b>			
1996	350.00	50.00	250.00
1994	362.50	50.00	250.00
<b>Army National Guard</b>			
1996	500.00	50.00	300.00
1994	500.00	45.00	300.00
<b>Navy Reserve</b>			
1996	200.00	20.00	300.00
1994	300.00	20.00	300.00
<b>Air Force Reserve</b>			
1996	300.00	30.00	250.00
1994	400.00	25.00	250.00
<b>Air National Guard</b>			
1996	300.00	25.00	300.00
1994	400.00	25.00	310.00

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>f</sup> Army Reserve Recruiters are included in both 1996 and 1994 percentages for Total Reserve/National Guard.



**Figure 23**  
*Median Unreimbursed Dollars for Medical/Dental Expenses*

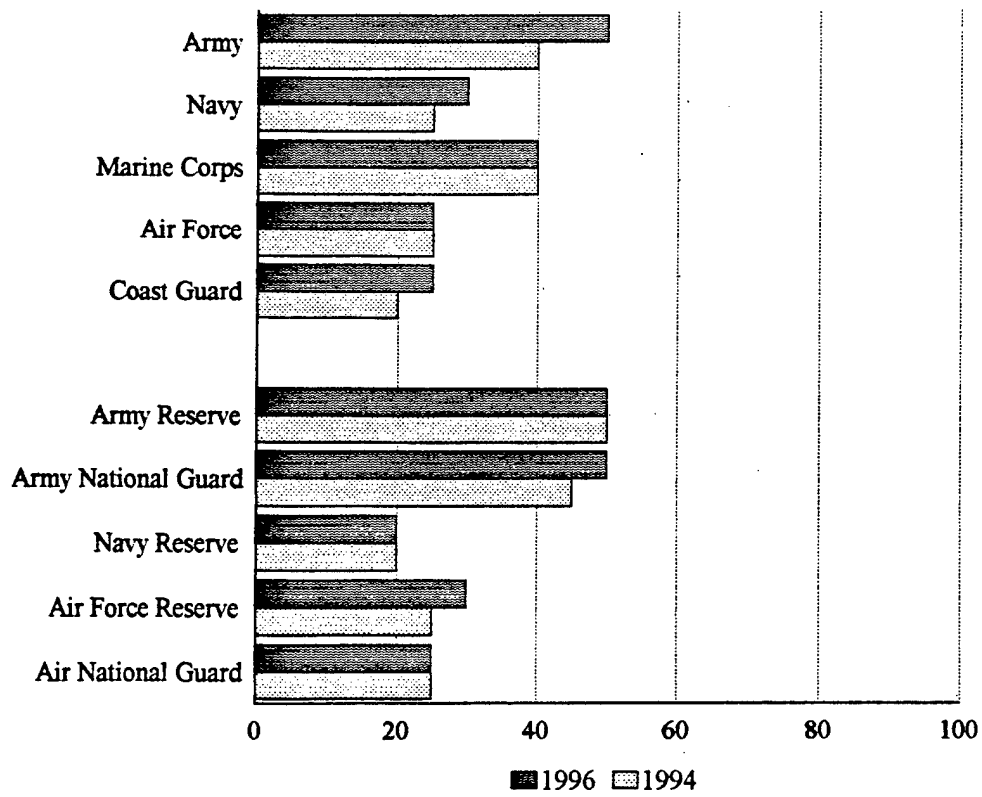


Figure 24  
*Median Unreimbursed Dollars for Duty-Related Expenses*

Those in the Army reported the highest monthly expenses (\$50), and those in the Air Force, the lowest (\$25). Expenditures among Coast Guard Recruiters also were \$25.

For Active-Duty DoD Recruiters, overall, median unreimbursed monthly expenses for official duties rose from \$35 to \$40 between 1994 and 1996. Among the individual Services, Marine Corps and Air Force Recruiter out-of-pocket costs remained unchanged, whereas Army and Navy Recruiters reported increases of \$10 and \$5, respectively. Coast Guard Recruiters experienced an increase of \$5.

### ***Reserve and Guard Components***

According to reports in the 1996 Survey, the median number of unreimbursed dollars spent each month by recruiters in the Reserve and National Guard Components was \$40. This amount is \$10 above that reported by recruiters responding to the 1994 Survey. Army Reserve and Army National Guard Recruiters claimed the highest median monthly expenses (\$50), and Navy Reserve and Air National Guard Recruiters reported the lowest unreimbursed expenses (\$20 and \$25, respectively). Recruiters in the Army National Guard and Air Force Reserve reported a \$5 increase, while median out-of-pocket costs for Army Reserve and Air National Guard Recruiters did not change.

## **Monthly Unreimbursed Housing Expenses**

### ***Active-Duty***

Table 23 and Figure 25 display the median number of unreimbursed dollars that recruiters report spending monthly on housing and utilities. That amount for all Active-Duty DoD Recruiters is \$200. Those in the Navy claimed the highest monthly expenses (\$230), followed by the Air Force (\$226). All other recruiters, including those in the Coast Guard, reported housing expenses of \$200.

Unreimbursed monthly housing expenses among Active-Duty DoD Recruiters, overall, remained constant between the 1994 and 1996 Surveys. Expenses for Marine Corps Recruiters remained the same; however, they increased by \$30 for Navy Recruiters, \$26 for Air Force Recruiters, and \$10 for Army Recruiters. Expenses for Coast Guard Recruiters remained the same.

### ***Reserve and Guard Components***

The median unreimbursed housing expenses for all recruiters in the Reserve and National Guard Components as reported in the 1996 Survey, is \$300. Those in the Army National Guard, Air National Guard, and Navy Reserve reported the highest monthly expenses (\$300 as a median). Those in the Army Reserve and Air Force Reserve recorded the lowest expenses (\$250). The median monthly out-of-pocket expenses for housing did not change for Reserve and Guard Recruiters as a whole. The only change in expenses occurred among Air National Guard Recruiters, who reported a decrease of \$10.

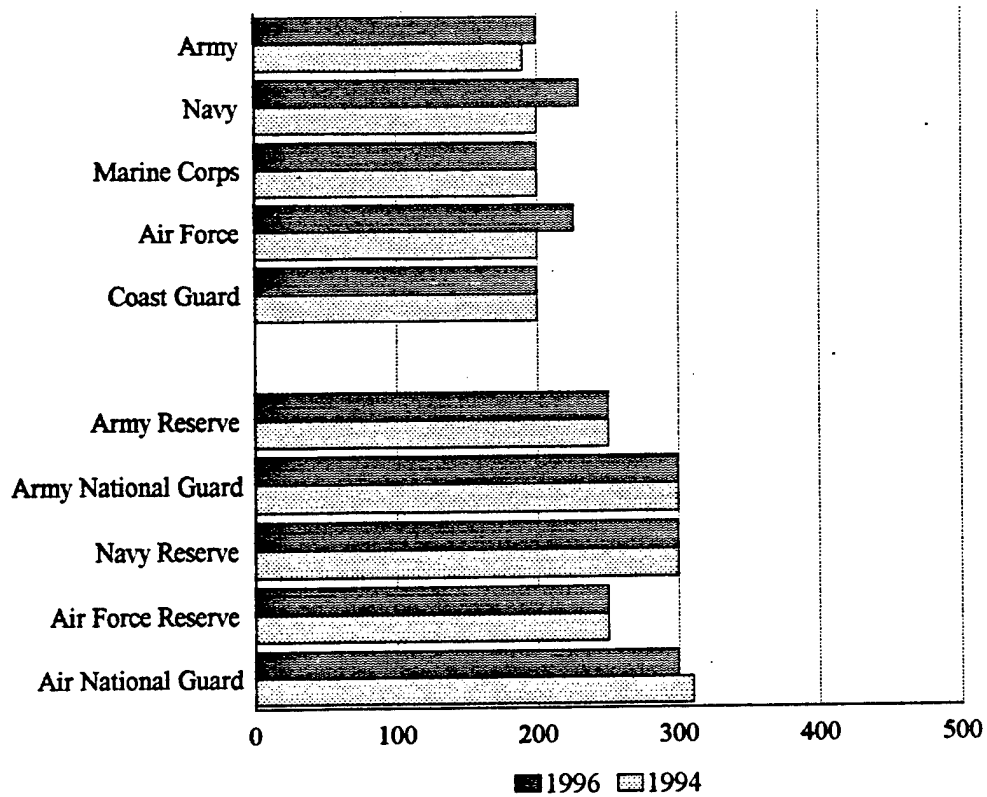


Figure 25  
*Median Unreimbursed Dollars for Housing Expenses*

## **Amount of Paperwork Required to get Reimbursed for Recruiting Expenses**

### ***Active-Duty***

One multi-part question in the 1996 Survey covered changes in work since 1994 or when the recruiter began. One item inquired about the amount of paperwork required to get reimbursed for recruiting expenses, and another asked about the amount of money the recruiters have to pay for medical expenses.

As shown in Table 24 and Figure 26, three-fourths (75.8%) of all Active-Duty DoD Recruiters indicated that the amount of paperwork required to get reimbursed for recruiting expenses is the same as in 1994 or when the recruiters began. One-fifth (20.1%), however, reported that a greater amount of paperwork is required. Overall, 4.1 percent of Active-Duty DoD Recruiters indicated that less paperwork is now required for reimbursement of expenses. Navy Recruiters were the least likely to say that less paperwork is required (2.3%). The view of Coast Guard Recruiters is not statistically different from that of all Active-Duty DoD Recruiters.

### ***Reserve and Guard Components***

Among Reserve and National Guard Component Recruiters, a solid two-thirds (67.6%) indicated that the amount of paperwork required to get reimbursed for recruiting expenses is the same as in 1994 or when the recruiters began. However, a greater proportion of Component (28.9%) than Active-Duty Recruiters (20.1%) reported that more paperwork is required now. For Army Reserve Recruiters, this figure is 21.1 percent. The Army National Guard, at 35.1 percent, and the Air National Guard, at 16.9 percent, contain the highest and lowest proportions, respectively, of recruiters who reported the need to complete a greater amount of paperwork in order to get reimbursed. Only 3.6 percent of Reserve and National Guard Recruiters indicated that less paperwork is now required for reimbursement of expenses.

## **Amount of Money Recruiters Have to Pay for Medical Expenses**

### ***Active-Duty***

As shown by Table 25 and Figure 27, 61.8 percent of Active-Duty DoD Recruiters indicate that the amount of money they have to pay for medical expenses is the same as in 1994 or since they began recruiting duties. Responses of recruiters ranged from a high of 69.6 percent for the Marine Corps to a low of 57.9 percent for the Army. This proportion was higher among Coast Guard Recruiters (70.4%). The portion of Active-Duty DoD Recruiters, as a whole, who reported spending a greater amount than in 1994 measures 31.7 percent and those who reported spending less, 6.5 percent. Among Active-Duty DoD Recruiters reporting greater medical expenses, the highest percentage was registered by those in the Army (34.8%). The expenditure picture looks significantly rosier for Coast Guard Recruiters. Only one-fifth (20.4%) report spending more for medical expenses than in 1994 and 9.2 percent say they now spend less.

Table 24

*Change in Amount of Paperwork To Get Reimbursed Since 1994 (Percentage)*

Q63I	Significance <sup>a</sup>	Greater	Same	Less
Total Active-Duty DoD	N/A	20.1	75.8	4.1
Army	n.s.	19.6	75.7	4.7
Navy	p < 0.01	19.4	78.3	2.3
Marine Corps	n.s.	23.2	72.6	4.2
Air Force	p < 0.05	17.2	77.1	5.7
Coast Guard <sup>a</sup>	n.s.	21.6	73.2	5.2
Total Reserve/National Guard <sup>b</sup>	N/A	28.9	67.6	3.6
Army Reserve	p < 0.01	21.1	73.4	5.6
Army National Guard	p < 0.01	35.1	61.9	3.0
Navy Reserve	n.s.	25.2	71.0	3.8
Air Force Reserve	n.s.	26.7	68.6	4.6
Air National Guard	p < 0.01	16.9	83.1	0.0

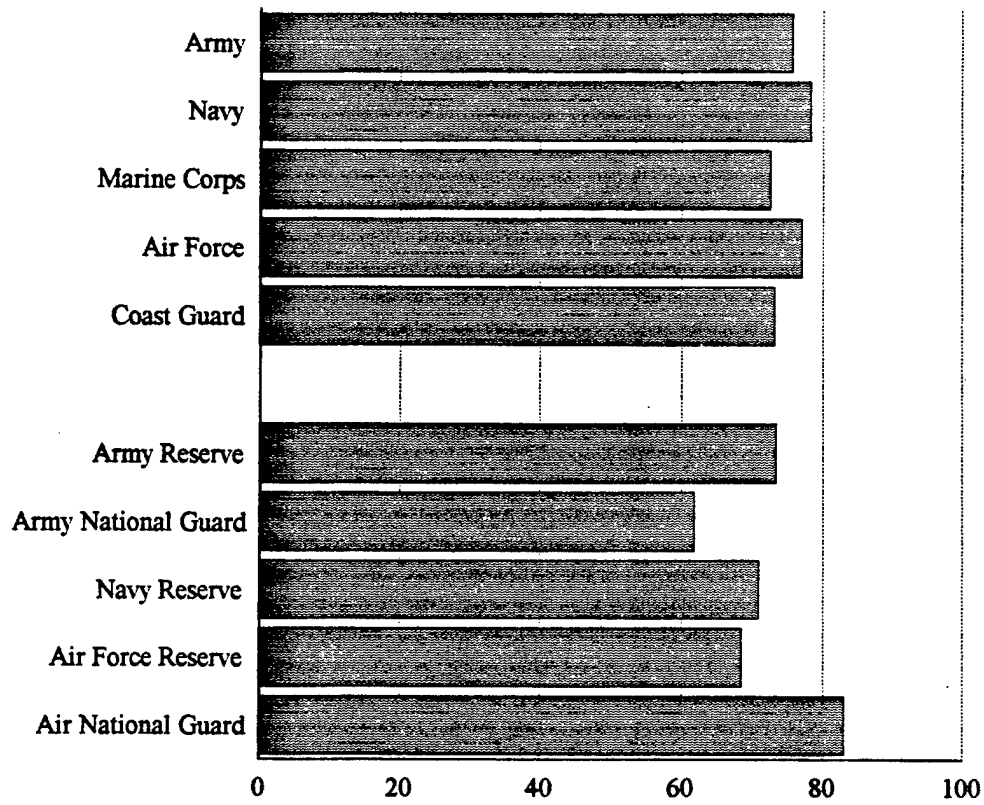
n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.





**Figure 26**  
*Percentage Reporting Same Amount of Paperwork Required to Get Reimbursed for Recruiting Expenses*

Table 25

*Change in Amount of Money Recruiters Have to Pay for Medical Expenses Since 1994  
(Percentage)*

Q63J	Significance <sup>8</sup>	Greater	Same	Less
Total Active-Duty DoD	N/A	31.7	61.8	6.5
Army	p < 0.01	34.8	57.9	7.3
Navy	n.s.	32.2	61.8	5.9
Marine Corps	p < 0.01	24.2	69.6	6.1
Air Force	n.s.	31.4	64.0	4.6
Coast Guard <sup>a</sup>	p < 0.01	20.4	70.4	9.2
Total Reserve/National Guard <sup>b</sup>	N/A	37.4	53.4	9.2
Army Reserve	n.s.	36.3	52.8	10.9
Army National Guard	p < 0.05	38.7	53.5	7.7
Navy Reserve	n.s.	34.7	53.2	12.2
Air Force Reserve	p < 0.01	44.2	41.9	14.0
Air National Guard	p < 0.01	33.6	59.5	6.8

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>8</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

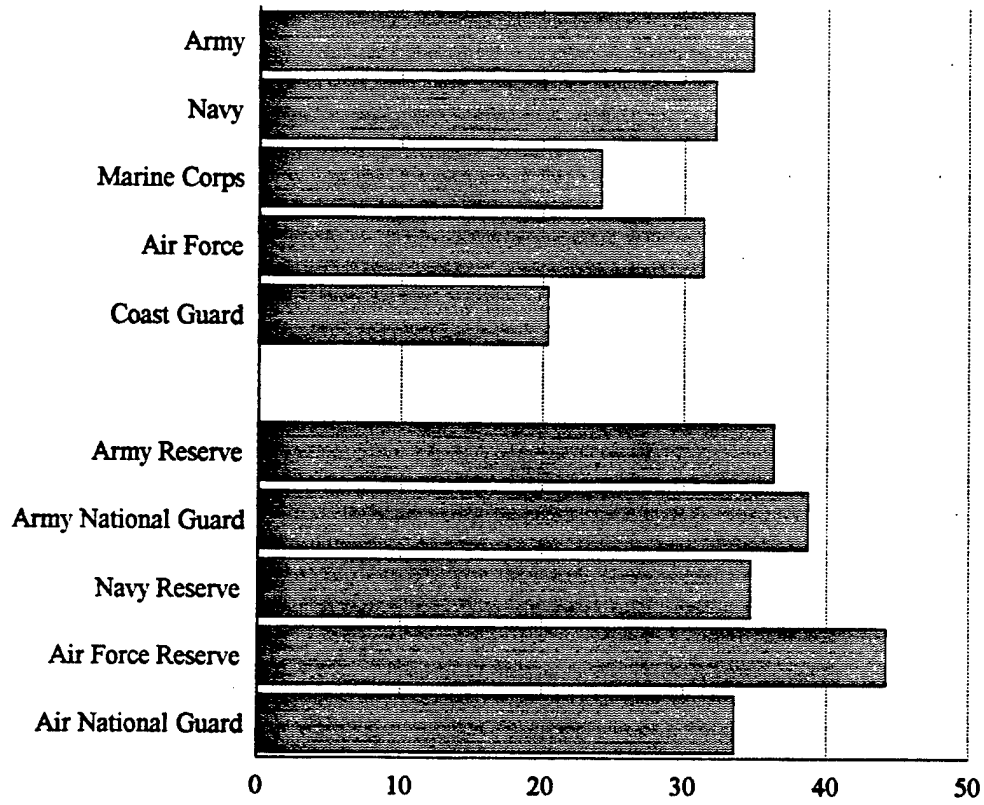


Figure 27  
*Percentage Reporting Greater Amount of Money Have to Pay for Medical Expenses*

### *Reserve and Guard Components*

More than half (53.4%) of recruiters in the Reserve and National Guard Components indicate that the amount of money they have to pay for medical expenses is the same as in 1994 or since they began recruiting duties. A higher proportion of Component Recruiters than of Active-Duty DoD Recruiters report spending more now than earlier (37.4% versus 31.7%). The proportion of recruiters reporting greater medical expenses ranged from a high of 44.2 percent in the Air Force Reserve to a low of 33.6 percent in the Air National Guard.

## **HOUSING**

Unlike many military personnel, recruiters usually do not work or live at military installations. Consequently, they often do not have ready access to base housing or other services. The lack of such access can become a source of dissatisfaction. Thus, each survey has included questions regarding the level of access that recruiters have to housing and other services offered at major military bases.

### **Quality of Living Conditions Compared to Base**

One two-part question in the 1994 Survey asked recruiters to compare their current living conditions in terms of quality and cost with living conditions in base housing. Table 26 and Figure 28 reveal their responses.

#### *Active-Duty*

As a whole, 43.1 percent of Active-Duty DoD Recruiters judge their current housing conditions to be better than base housing, and 20.9 percent rate it worse. Slightly more than one-third (36.0%) are neutral on this point. Looking across the individual Services, one sees considerable differences in view. The least likely to rank present living conditions favorably are Army Recruiters. Over one-third (36.0%) rate them better and about one-quarter (24.3%) rate them worse than on base. Navy Recruiters report the most favorable conditions (59.5% assess their living conditions as better and only 12.6% consider them worse). Coast Guard Recruiters also view their living conditions very favorably. In fact, 73.4 percent rate them better than on base and only 5.1 percent consider them worse.

There has been little change in how Active-Duty DoD Recruiters view their housing since the 1994 Survey. In 1994, 44.5 percent viewed their housing as better (compared to 43.1% now) and 19.1 percent viewed it as worse (compared to 20.9% now). The distribution of responses for 1991 and 1989 are also similar, although there is a slight improvement in 1996 over 1989 (the proportion saying that housing is better was 43.1% in 1996 compared to 39.0% in 1989).

#### *Reserve and Guard Components*

Reserve and Guard Recruiters, overall, have a much better opinion of their current housing conditions than do Active-Duty Recruiters. In the aggregate, 71.6 percent feel that their housing is better and 6.9 percent consider it worse than on the base. Opinion across the Components, however,

Table 26

*Quality of Current Living Conditions Compared to Base Housing (Percentage)*

Q14A	Better	Same	Worse
<b>Total Active-Duty DoD</b>			
1996	43.1	36.0	20.9
1994	44.5	36.4	19.1
1991	41.8	35.4	22.8
1989	39.0	38.7	22.3
<b>Army</b>			
1996	36.0	39.7	24.3
1994	33.8	42.4	23.8
1991	35.1	37.5	27.5
1989	31.1	43.3	25.6
<b>Navy</b>			
1996	59.5	27.9	12.6
1994	60.4	28.2	11.4
1991	56.9	31.4	11.7
1989	55.2	29.9	14.8
<b>Marine Corps</b>			
1996	40.1	37.3	22.5
1994	46.3	36.4	17.4
1991	37.4	37.4	25.2
1989	36.7	38.6	24.7
<b>Air Force</b>			
1996	47.7	33.3	18.9
1994	44.5	32.8	22.7
1991	36.5	34.3	29.2
1989	40.7	38.2	21.2
<b>Coast Guard<sup>a</sup></b>			
1996	73.4	21.5	5.1
1994	78.7	19.7	1.6
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	71.6	21.5	6.9
1994 <sup>d</sup>	70.4	23.4	6.2
	73.4	21.6	5.0
1991 <sup>e</sup>	70.7	25.0	4.3
<b>Army Reserve</b>			
1996	66.4	23.8	9.7
1994	62.3	28.1	9.5
1991	56.3	31.3	12.5
<b>Army National Guard</b>			
1996	75.5	19.3	5.2
1994	73.9	21.6	4.6
1991	70.2	26.4	3.5

Table 26 (cont.)

Navy Reserve			
1996	69.7	25.7	4.6
1994	71.4	22.2	6.5
1991	74.6	18.3	7.0
Air Force Reserve			
1996	45.9	37.7	16.4
1994	67.2	22.4	10.4
1991	58.3	31.3	10.4
Air National Guard			
1996	78.2	12.9	8.9
1994	76.8	20.3	2.9
1991	77.3	16.0	6.7

Chi-Square Significance (Q14A)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	n.s.	p < 0.05
Army	p < 0.01	n.s.	n.s.	n.s.
Navy	p < 0.01	n.s.	n.s.	n.s.
Marine Corps	n.s.	n.s.	n.s.	n.s.
Air Force	n.s.	n.s.	p < 0.05	n.s.
Coast Guard	p < 0.01	p < 0.05	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	n.s.	n.s.	N/A
Army National Guard	p < 0.01	n.s.	p < 0.05	N/A
Navy Reserve	n.s.	n.s.	n.s.	N/A
Air Force Reserve	p < 0.01	p < 0.01	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	n.s.	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

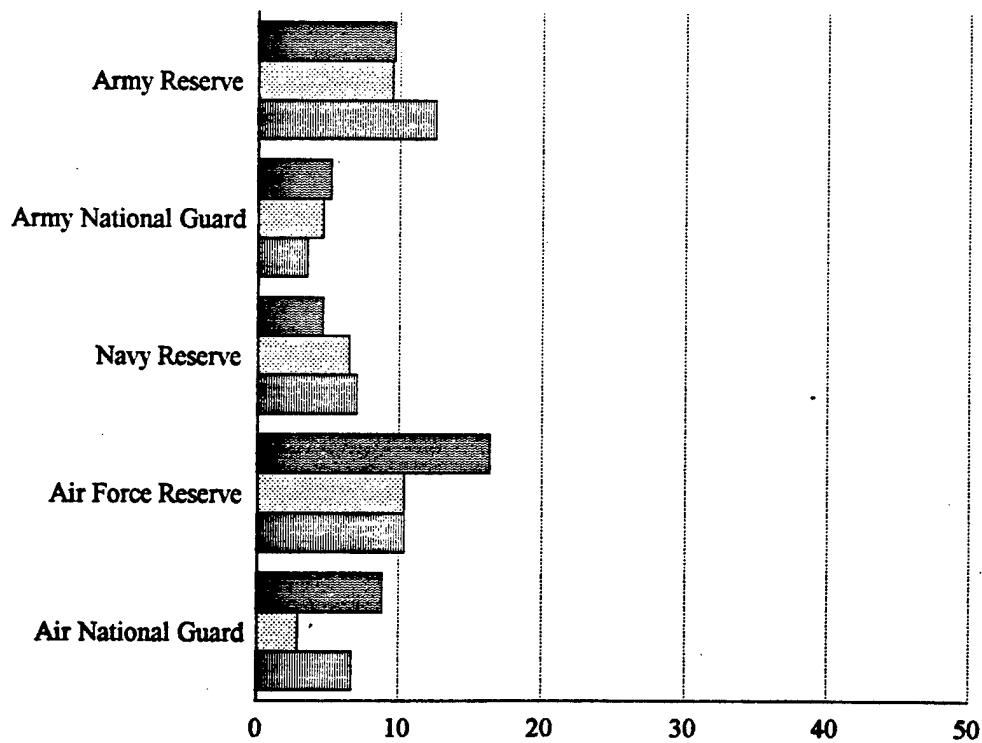
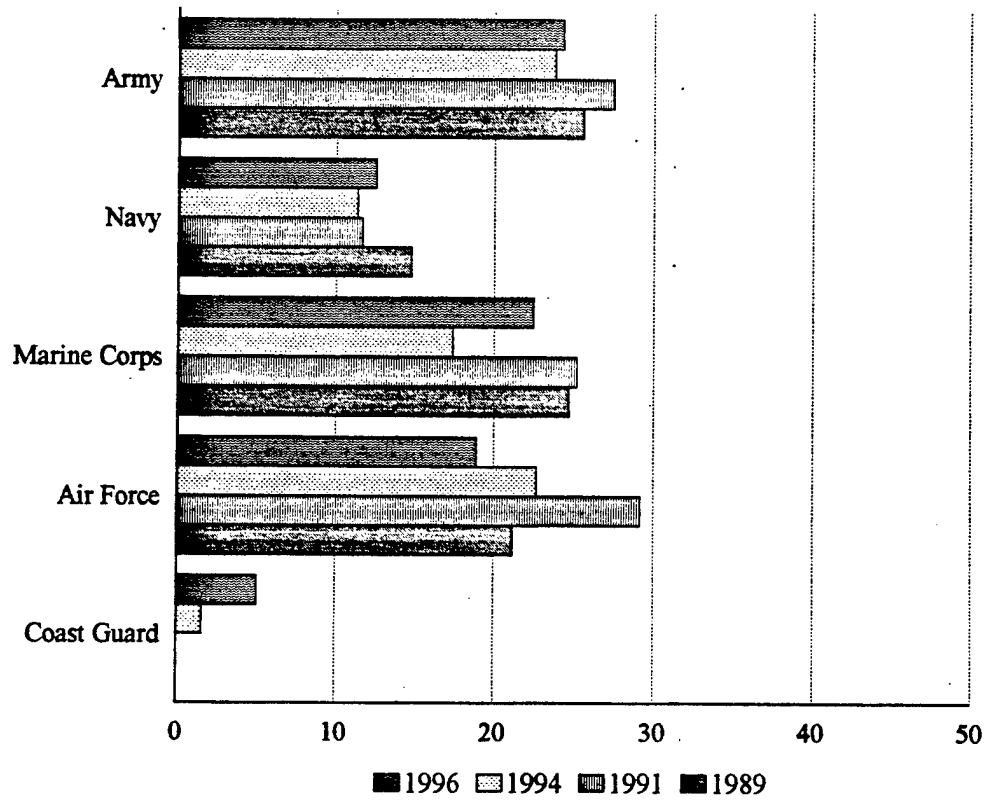
<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 28**  
*Percentage Saying Quality of Living Conditions Compared to Base is Worse*

varies widely. Less than one-half (45.9%) of Air Force Reserve Recruiters rate current conditions better and 16.4 percent consider them to be worse. At the other extreme, 78.2 percent of Air National Guard Recruiters and 75.5 percent of Army National Guard Recruiters view their housing situation as better than on base; and only 8.9 percent and 5.2 percent, respectively, consider it worse than that on base.

There has been no change in how Reserve and Guard Recruiters, overall, view their housing since the 1994 Survey. In 1994, 70.4 percent viewed their housing as better than on base (compared to 71.6% now) and 6.2 percent viewed it as worse (compared to 6.9% now). A similar distribution is shown in 1991.

### **Cost of Living Conditions Compared to Base**

The multi-part question asking recruiters to compare their living conditions to those in base housing asked them in the second part to compare the costs of these two settings. Their answers are displayed in Table 27 and Figure 29.

#### ***Active-Duty***

Among Active-Duty DoD Recruiters, four-fifths (81.0%) state that their current housing is more costly than base housing. Only 4.5 percent say that it is less expensive. There is a fairly uniform response across DoD Services: more than three-quarters of recruiters report that costs are higher, regardless of whether they are in the Army, Navy, Marine Corps, or Air Force. Among Coast Guard Recruiters, 78.9 percent estimate their housing costs to be higher and only 5.3 percent say these costs are lower.

There has been virtually no change in how Active-Duty DoD Recruiters view their housing cost since the 1994 Survey. In 1994, 78.9 percent thought their housing cost was more than that on base (compared to 81.0% now) and 4.5 percent thought it was less (compared to 4.5% now). Virtually the same patterns were found in 1991 and 1989, as well.

#### ***Reserve and Guard Components***

Altogether, 81.1 percent of Reserve and Guard Recruiters report paying more for their living arrangements than they would be paying on the base. Similar to Active-Duty DoD Recruiters, Reserve and Guard Recruiters show little variation across Components: no less than 79 percent report higher service costs and no more than 6 percent say costs are lower.

As was the case with Active-Duty DoD Recruiters, there has been virtually no change in how Reserve and National Guard Recruiters view their housing costs since the 1994 Survey. In 1994, 81.5 percent thought their housing cost was more than that on base (compared to 81.1% now) and 3.2 percent thought it was less (compared to 5.1% now). A similar view is found for 1991.



Table 27

*Cost of Current Living Conditions Compared to Base Housing (Percentage)*

Q14B	More	Same	Less
<b>Total Active-Duty DoD</b>			
1996	81.0	14.5	4.5
1994	78.9	16.6	4.5
1991	80.0	13.5	5.6
1989	81.6	14.6	3.8
<b>Army</b>			
1996	82.1	15.1	2.8
1994	79.9	15.9	4.2
1991	83.1	12.6	4.3
1989	81.6	15.2	3.2
<b>Navy</b>			
1996	79.4	15.7	4.9
1994	73.4	20.3	6.3
1991	77.8	14.3	7.9
1989	79.5	14.6	5.8
<b>Marine Corps</b>			
1996	79.9	11.9	8.2
1994	79.9	15.5	4.7
1991	76.7	16.7	6.6
1989	83.3	14.1	2.6
<b>Air Force</b>			
1996	82.2	14.5	3.3
1994	87.3	11.6	1.0
1991	87.2	9.8	3.0
1989	84.3	12.2	3.5
<b>Coast Guard<sup>a</sup></b>			
1996	78.9	15.8	5.3
1994	75.4	21.1	3.5
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	81.1	13.8	5.1
1994 <sup>d</sup>	81.5	15.4	3.2
	81.7	15.6	2.7
1991 <sup>e</sup>	83.3	14.4	2.3
<b>Army Reserve</b>			
1996	81.7	13.3	4.9
1994	81.0	14.8	4.3
1991	62.5	31.3	6.3
<b>Army National Guard</b>			
1996	79.3	15.0	5.7
1994	80.5	17.0	2.5
1991	83.3	14.6	2.0

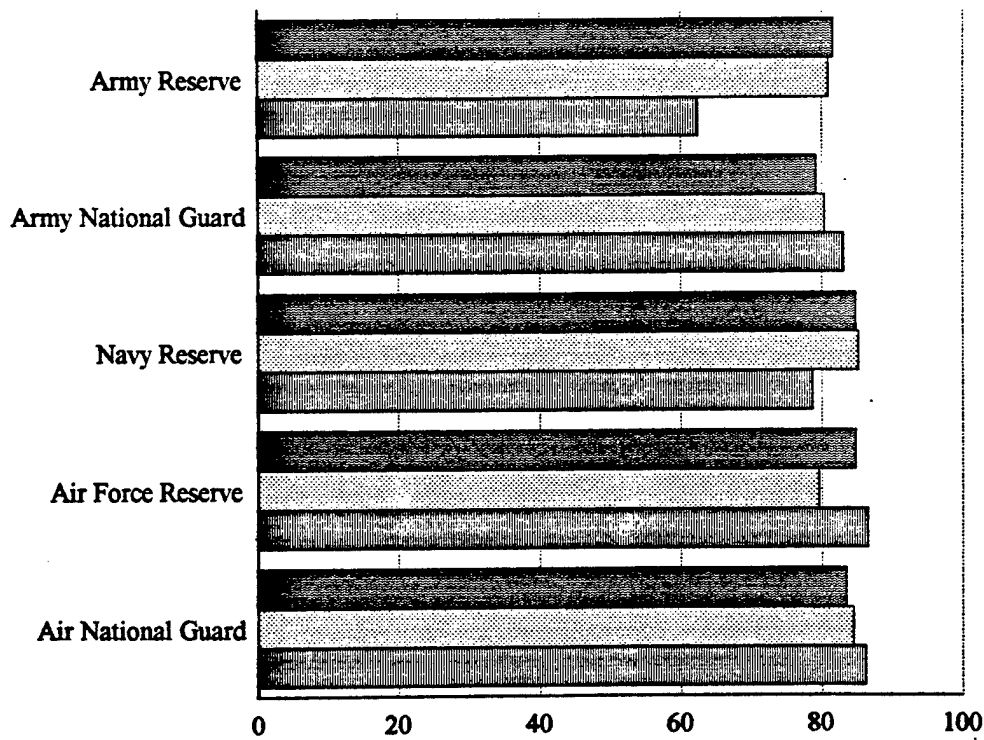
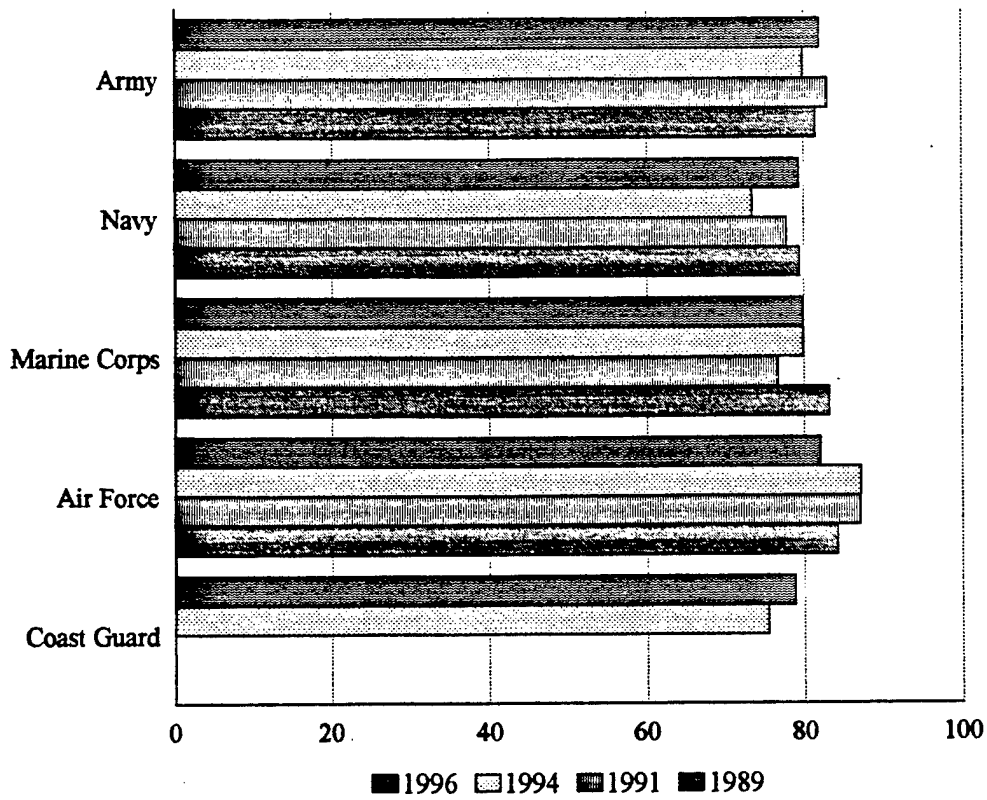
Table 27 (cont.)

Navy Reserve				
1996	85.0	11.9	3.2	
1994	85.3	11.1	3.6	
1991	78.8	15.2	6.1	
Air Force Reserve				
1996	85.0	11.7	3.3	
1994	79.7	15.6	4.7	
1991	86.7	13.3	0.0	
Air National Guard				
1996	83.6	11.5	4.9	
1994	84.6	13.0	2.4	
1991	86.4	11.7	1.9	

Chi-Square Significance (Q14B)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	n.s.	n.s.
Army	p < 0.01	n.s.	n.s.	n.s.
Navy	n.s.	n.s.	n.s.	n.s.
Marine Corps	p < 0.01	n.s.	n.s.	p < 0.01
Air Force	n.s.	p < 0.01	n.s.	n.s.
Coast Guard	n.s.	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.05	N/A	N/A
Army Reserve	n.s.	n.s.	n.s.	N/A
Army National Guard	n.s.	p < 0.05	p < 0.05	N/A
Navy Reserve	n.s.	n.s.	n.s.	N/A
Air Force Reserve	n.s.	n.s.	p < 0.05	N/A
Air National Guard	n.s.	p < 0.05	p < 0.01	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 29**  
*Percentage Perceiving Cost of Living Conditions Compared to Base is More*

## Effect of Priority 2 Housing Status on Future Recruiters

### *Active-Duty*

Table 28 and Figure 30 show that nearly two-thirds (62.7%) of Active-Duty DoD Recruiters believe that Priority 2 status for independently assigned personnel will have no effect on housing for future recruiters. Almost none of these recruiters (only 2.8%) indicated that Priority 2 assignments would make the housing situation worse, whereas more than one-third (34.5%) thought that this would improve the housing situation. There is little difference in these responses across DoD Services. Among Coast Guard Recruiters, the pattern is almost identical: 66.7 percent say that Priority 2 status will have no effect and 26.3 percent say that it will make the housing situation better for future recruiters.

### *Reserve and Guard Components.*

Very similar to Active-Duty DoD Recruiters, the overwhelming majority of Reserve and Guard Recruiters (68.9%) say that housing assignments based on Priority 2 status will have no effect on the housing of future recruiters in their assigned area. A substantial minority (27.5%) believe this will improve the housing situation, whereas virtually none (3.5%) believe this will make housing worse. There is not much variation in this view across Reserve and Guard Components. However, compared to other Reserve and Guard Recruiters, slightly more Navy Reserve Recruiters (40.4%) and Air Force Reserve Recruiters (39.3%) believe Priority 2 status will improve housing for future recruiters.

## COOPERATION OF HIGH SCHOOLS

### Percent of High Schools Providing Access to Student Directories

#### *Active-Duty*

As can be seen from Table 29 and Figure 31, only 41.1 percent of Active Duty DoD Recruiters indicate that at least 61.0 percent of high schools cooperate by allowing access to student directories. Compared to other Active-Duty DoD Recruiters, a much higher proportion of Marine Corps Recruiters (51.5%) say that at least 61 percent of high schools permit them to have access to student lists. For Active-Duty DoD Recruiters as a whole, 30.3 percent report that one-fifth or fewer high schools provide names, indicating that almost one-third of recruiters may be receiving virtually no cooperation. The degree of access to student directories appears to be even worse for the Coast Guard. Only 22.6 percent state that at least 61.0 percent of high schools are cooperative in supplying names, whereas 45.2 percent indicate that one-fifth or fewer are cooperative.

#### *Reserve and Guard Components*

Compared to Active-Duty DoD Recruiters, Reserve and National Guard Recruiters appear even less likely to be able to view student lists for high schools. Only 35.3 percent of Reserve and National Guard Recruiters indicate that at least 61 percent of high schools cooperate by permitting access to student directories, compared to 35.9 percent stating that 20.0 percent or fewer cooperate.

Table 28

*Effect of Priority 2 Housing Status on Future Recruiters (Percentage)*

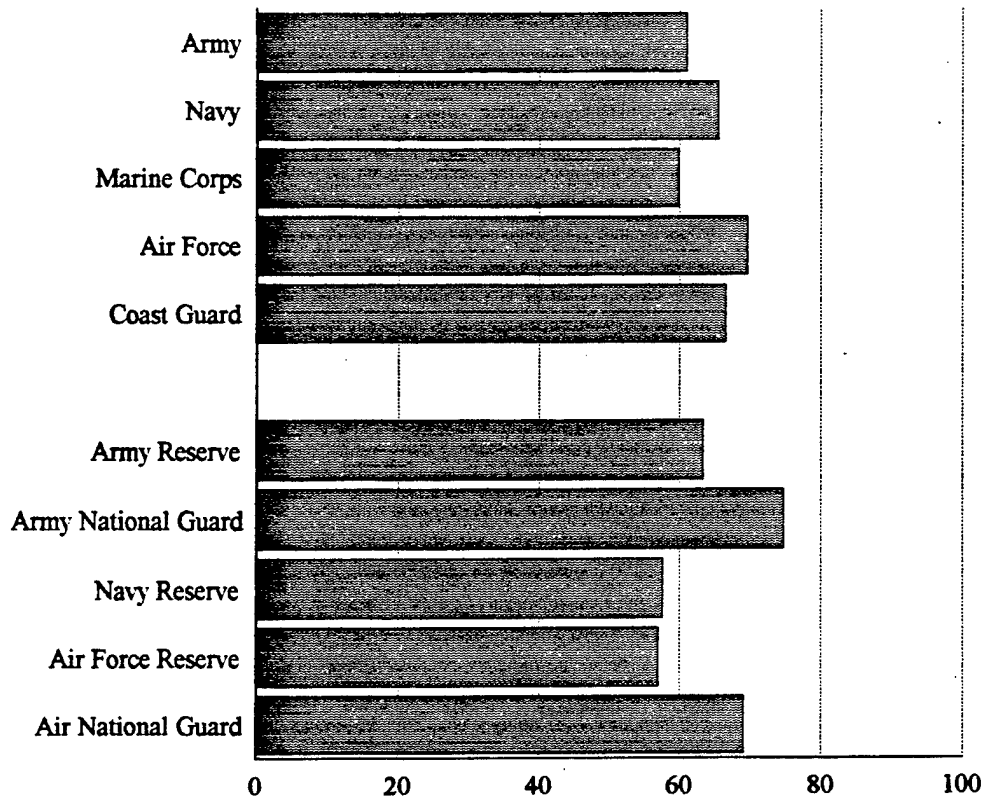
Q15	Significance <sup>§</sup>	Much Improved	Better	No Change	Worse
Total Active-Duty DoD	N/A	10.1	24.4	62.7	2.8
Army	n.s.	11.4	24.9	61.1	2.6
Navy	p < 0.05	7.5	24.4	65.6	2.5
Marine Corps	n.s.	11.3	25.0	59.9	3.7
Air Force	p < 0.01	7.7	20.5	69.7	2.1
Coast Guard <sup>a</sup>	p < 0.01	5.1	21.2	66.7	7.1
Total Reserve/National Guard <sup>b</sup>	N/A	4.7	22.8	68.9	3.5
Army Reserve	p < 0.01	8.3	24.1	63.4	4.1
Army National Guard	p < 0.01	1.8	19.9	74.8	3.5
Navy Reserve	p < 0.01	9.5	30.9	57.7	1.9
Air Force Reserve	p < 0.01	8.3	31.0	57.1	3.6
Air National Guard	n.s.	3.8	22.1	69.2	4.8

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>§</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 30**  
*Percentage Believing Priority 2 Housing Status Will Have No Effect on Future Recruiters*

Table 29

*Percentage of High Schools Providing Access to Student Directories (Percentage)*

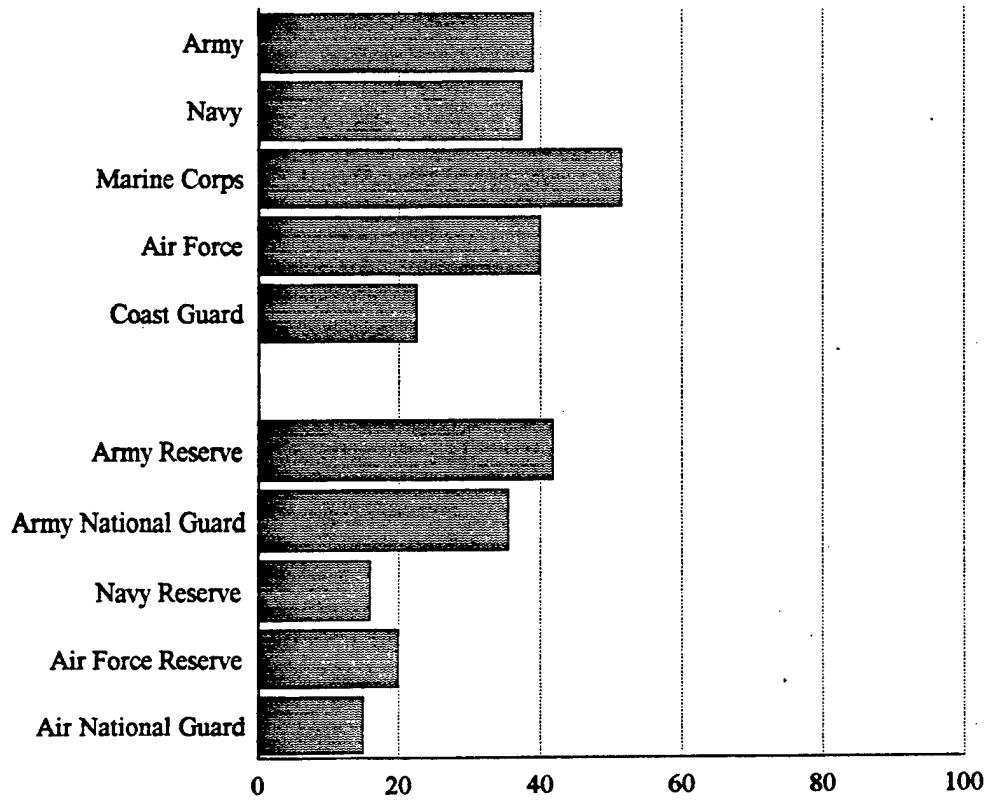
Q58	Significance <sup>8</sup>	0- 20%	21- 40%	41- 60%	61- 80%	81- 100%
Total Active-Duty DoD	N/A	30.3	13.2	15.4	17.1	24.0
Army	p < 0.01	33.7	12.2	15.2	15.7	23.3
Navy	p < 0.05	30.4	16.7	15.5	15.9	21.5
Marine Corps	p < 0.01	23.7	9.6	15.2	19.4	32.1
Air Force	p < 0.01	25.9	17.6	16.6	24.0	16.0
Coast Guard <sup>a</sup>	p < 0.01	45.2	11.3	21.0	9.7	12.9
Total Reserve/National Guard <sup>b</sup>	N/A	35.9	13.3	15.6	15.8	19.5
Army Reserve	p < 0.01	30.0	12.3	15.9	21.9	19.9
Army National Guard	p < 0.01	36.0	12.4	16.1	14.0	21.5
Navy Reserve	p < 0.01	44.0	20.0	20.0	12.0	4.0
Air Force Reserve	p < 0.01	52.7	16.4	10.9	9.1	10.9
Air National Guard	p < 0.01	52.4	22.5	10.2	8.0	7.0

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>8</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 31**  
*Percentage Reporting Over 60 Percent of High Schools Provide Access to Student Directories (1996)*



Compared to other Reserve and Guard Recruiters, a higher proportion of Army Reserve Recruiters (41.8%) say that at least 61.0 percent of high schools supply student names. The least likely to say they get this level of cooperation are Air National Guard Recruiters (15.0%) and Navy Reserve Recruiters (16.0%). Approximately one-half of Air National Guard Recruiters (52.4%) and Air Force Reserve Recruiters (52.7%), and a somewhat lower proportion of Navy Reserve Recruiters (44.0%), reported that no more than one-fifth of the high schools permitted viewing lists of names.

### **Percent of High Schools Providing Access to Students**

#### ***Active-Duty***

The survey results in Table 30 and Figure 32 suggest that Active-Duty DoD Recruiters have greater access to high school students than to student directories. About one-half (49.5%) of these recruiters report that at least 61.0 percent of high schools cooperate by providing access to students, compared to 29.9 percent who say they have access to students in two-fifths or fewer of the high schools. In relation to this average, a slightly higher proportion of Marine Corps Recruiters (57.6%) and Air Force Recruiters (56.7%) indicate that they have access to students in at least 61.0 percent of high schools. One-half (53.4%) of Coast Guard Recruiters say that at least 61.0 percent of high schools cooperate by permitting access to students. In comparison, 26.1 percent say that two-fifths or fewer of schools are cooperative.

#### ***Reserve and Guard Components***

The results for Reserve and Guard Recruiters as a whole are nearly the same as for Active-Duty DoD Recruiters. About one-half (50.5%) report that at least 61.0 percent of high schools allow access to their students, whereas less than one-third (31.6%) of these recruiters indicate that two-fifths or fewer of the schools allow access. Navy Reserve Recruiters report the least amount of access to students; only 26.9 percent of these recruiters say that at least 61.0 percent of schools are cooperative, whereas fully 50.0 percent say that only two-fifths or fewer schools allow access.

### **Percent of Seniors' Names Obtained from All Sources**

#### ***Active-Duty***

Table 31 and Figure 33 show the results of a survey question asking about the percentage of high school seniors' names obtained as a result of all lead sources (i.e., ASVAB, high school lists, referrals, advertising lead cards, etc.). About six out of every ten Active-Duty DoD Recruiters (61.3%) say they obtained names for well more than one-half of seniors (at least 61.0%) in this way.

Compared to Air Force Recruiters (55.8%) and Navy Recruiters (51.2%), a higher percentage of Marine Corps Recruiters (71.6%) and Army Recruiters (63.1%) say they got the names for 61.0 percent or more of seniors. On the other hand, only one-quarter of Active-Duty DoD Recruiters (24.1%) say they got the names of 40.0 percent or fewer seniors from all their lead sources. In comparison, Coast Guard Recruiters fared less well. Less than one-third (31.8%) report obtaining names of 61.0 percent of seniors from lead sources and more than two-fifths (43.6%) indicate they got 40.0 percent or fewer names of seniors in this way.

Table 30

*Percentage of High Schools Providing Access to Students (Percentage)*

Q59	Significance <sup>a</sup>	0- 20%	21- 40%	41- 60%	61- 80%	81- 100%
Total Active-Duty DoD	N/A	13.6	16.3	20.6	23.4	26.1
Army	p < 0.01	16.0	16.2	21.2	21.3	25.3
Navy	p < 0.01	15.1	20.1	18.5	23.1	23.3
Marine Corps	p < 0.01	8.6	12.0	21.7	26.7	30.9
Air Force	p < 0.01	7.6	15.5	20.3	28.5	28.2
Coast Guard <sup>a</sup>	p < 0.01	9.1	17.0	20.5	18.2	35.2
Total Reserve/National Guard <sup>b</sup>	N/A	14.6	17.0	17.9	22.9	27.6
Army Reserve	n.s.	13.8	18.3	19.6	24.6	23.6
Army National Guard	p < 0.01	14.1	15.8	17.0	22.0	31.1
Navy Reserve	p < 0.01	23.1	26.9	23.1	19.2	7.7
Air Force Reserve	p < 0.01	23.2	16.1	21.4	12.5	26.8
Air National Guard	p < 0.01	16.7	19.5	16.2	27.1	20.5

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

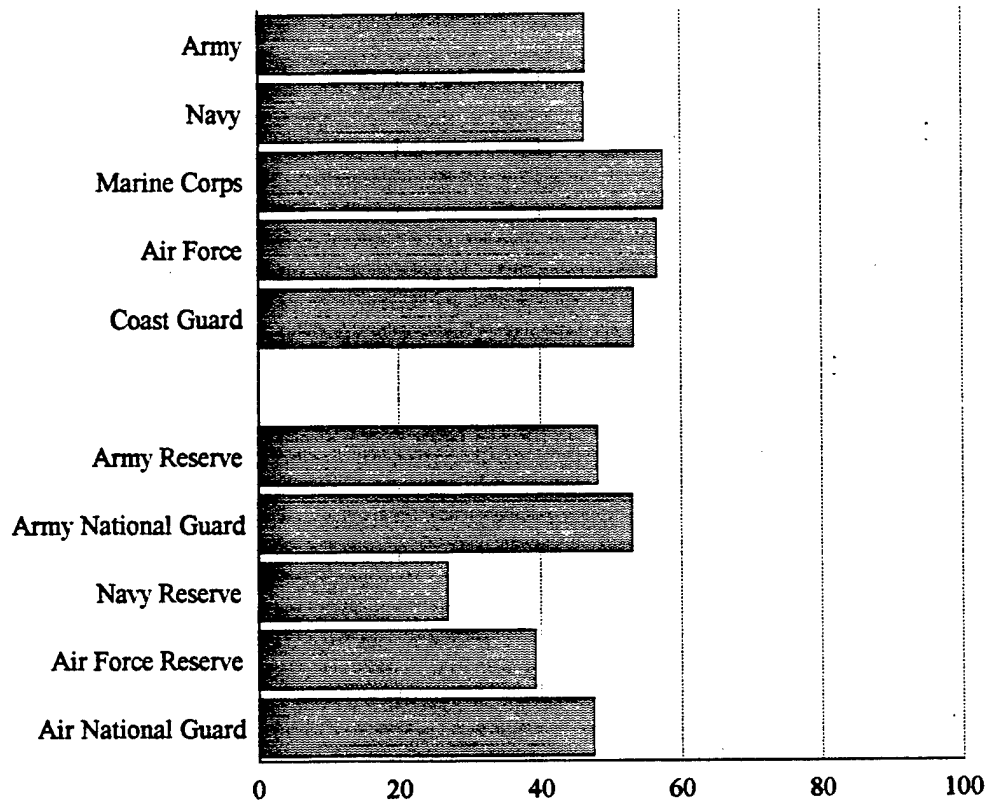


Figure 32  
*Percentage Reporting Over 60 Percent of High Schools Provide Access to Students (1996)*

Table 31

*Percentage of High School Seniors' Names Obtained from All Sources (Percentage)*

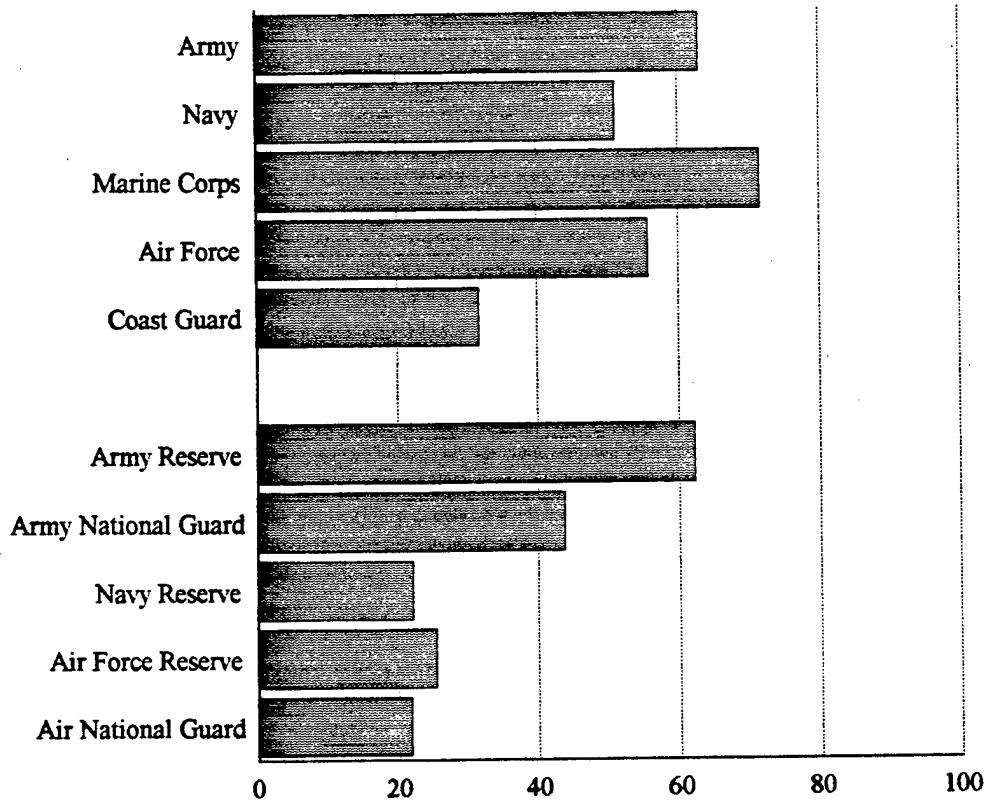
Q60	Significance <sup>8</sup>	0- 20%	21- 40%	41- 60%	61- 80%	81- 100%
Total Active-Duty DoD	N/A	10.4	13.7	14.7	26.6	34.7
Army	p < 0.01	11.2	12.7	13.0	24.4	38.7
Navy	p < 0.01	12.5	18.1	18.1	25.4	25.8
Marine Corps	p < 0.01	6.1	9.7	12.5	31.2	40.4
Air Force	p < 0.01	9.8	15.2	19.0	31.7	24.1
Coast Guard <sup>a</sup>	p < 0.01	21.2	22.4	24.7	21.2	10.6
Total Reserve/National Guard <sup>b</sup>	N/A	15.8	19.6	17.9	21.6	25.1
Army Reserve	p < 0.01	7.8	13.4	16.6	27.5	34.8
Army National Guard	p < 0.05	16.7	21.5	17.9	20.3	23.6
Navy Reserve	p < 0.01	25.9	14.8	37.0	7.4	14.8
Air Force Reserve	p < 0.01	41.8	16.4	16.4	20.0	5.5
Air National Guard	p < 0.01	29.8	30.2	18.0	14.1	7.8

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>8</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 33**  
*Percentage Reporting Over 60 Percent of High School Seniors' Names Obtained from All Sources (1996)*

## *Reserve and Guard Components*

Reserve and Guard Recruiters may have been a little less successful than Active-Duty DoD Recruiters in obtaining names of high school seniors. Less than one-half of Reserve and Guard Recruiters (46.7%) say they obtained names for more than one-half of seniors (at least 61.0%) in this way, compared to a somewhat lower proportion (35.4%) that got 40.0 percent or fewer names. Less than one-fifth (15.8%) of Reserve and Guard Recruiters indicate that they obtained very few names (0-20%). Among recruiters appearing to do the worst, 29.8 percent of Air National Guard Recruiters and 41.8 percent of Air Force Reserve Recruiters report that they obtained very few names (0-20%), whereas only 21.9 percent and 25.5 percent of these groups, respectively, obtained the bulk of names (at least 61.0%). In contrast, the percentages are almost reversed for Army Reserve Recruiters, with 62.3 percent reporting that they got most names (at least 61.0%) and only 7.8 percent reporting that they got very few names of high school seniors (0-20%).

### **ASSISTS TO RECRUITING**

#### **Amount of Contact with Key Individuals Influencing Prospects**

##### *Active-Duty*

As can be seen in Table 32 and Figure 34, Active-Duty DoD Recruiters were more than three times as likely to report increased contact with "key influencers" (such as parents and siblings) of potential recruits than to report less contact compared to 1994. A little more than one-third of Active-Duty DoD Recruiters (36.6%) say they have had increased contact since 1994, whereas only 10.7 percent of these recruiters say they have less contact than in 1994. Marine Corps Recruiters (45.2%) are most likely to indicate increased contact (compared to only 7.3% indicating less contact). Recruiters for the other Service Branches are within roughly four percentage points of the average. Among Coast Guard Recruiters, 32.3 percent say they have had increased contact with key influencers since 1994, whereas 7.1 percent say they have had less contact.

In contrast to 1996, the tendency toward increased contact with key influencers was not indicated by Active-Duty DoD Recruiters in 1994. Compared to 1992, two-thirds (67.9%) reported that contact remained the same in 1994. A somewhat larger proportion (19.9%) indicated there was less contact rather than more contact (12.2%).

##### *Reserve and Guard Components*

Reserve and Guard Recruiters were 1.8 times as likely to report increased contact with key influencers as to report less contact than in 1994. Slightly under one-third of Reserve and Guard Recruiters (30.7%) say they have had increased contact since 1994, whereas 16.9 percent of these recruiters say they have had less contact. Navy Reserve Recruiters were the only recruiters substantially more likely to say that they had less contact with key influencers since 1994 (26.8%) than to say they had more contact with key influencers (17.0%). For Air Force Reserve Recruiters, increased contact and less contact since 1994 were almost equally likely (18.6% indicated more contact and 22.1% indicated less contact).

Table 32

*Amount of Contact with Key Individual Influencing Prospects (Percentage)*

Q63A	Greater	Same	Less
<b>Total Active-Duty DoD</b>			
1996	36.6	52.7	10.7
1994	12.2	67.9	19.9
<b>Army</b>			
1996	33.3	55.1	11.6
1994	12.5	70.4	17.1
<b>Navy</b>			
1996	34.2	53.8	12.1
1994	9.9	66.6	23.5
<b>Marine Corps</b>			
1996	45.2	47.4	7.3
1994	17.1	68.5	14.3
<b>Air Force</b>			
1996	40.7	49.0	10.3
1994	9.6	60.4	29.9
<b>Coast Guard<sup>a</sup></b>			
1996	32.3	60.6	7.1
1994	11.1	68.1	20.8
<b>Total Reserve/National Guard<sup>f</sup></b>			
1996 <sup>c</sup>	30.7	52.4	16.9
1994 <sup>d</sup>	9.2	59.1	31.7
<b>Army Reserve</b>			
1996	29.3	58.4	12.3
1994	9.4	68.1	22.5
<b>Army National Guard</b>			
1996	34.6	48.6	16.7
1994	9.6	57.5	32.9
<b>Navy Reserve</b>			
1996	17.0	56.2	26.8
1994	9.6	46.6	43.9
<b>Air Force Reserve</b>			
1996	18.6	59.3	22.1
1994	4.7	69.8	25.6
<b>Air National Guard</b>			
1996	35.3	49.8	14.9
1994	7.1	55.2	37.7

(cont.)

Table 32 (cont.)

Chi-Square Significance (Q63A)	Comparison within 1996 <sup>g</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	N/A	N/A
Army	p < 0.01	p < 0.01	N/A	N/A
Navy	n.s.	p < 0.01	N/A	N/A
Marine Corps	p < 0.01	p < 0.01	N/A	N/A
Air Force	n.s.	p < 0.01	N/A	N/A
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	N/A	N/A
Army National Guard	p < 0.01	p < 0.01	N/A	N/A
Navy Reserve	p < 0.01	p < 0.01	N/A	N/A
Air Force Reserve	p < 0.01	p < 0.01	N/A	N/A
Air National Guard	p < 0.01	p < 0.01	N/A	N/A

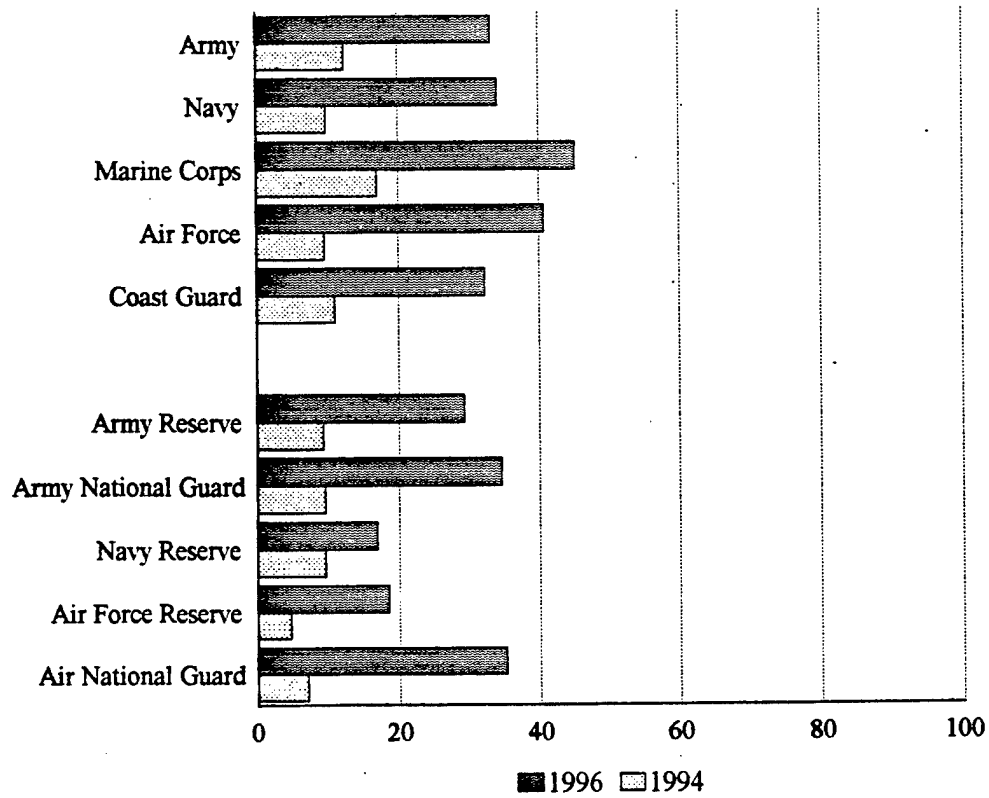
n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>f</sup> Army Reserve Recruiters are included in both 1996 and 1994 percentages for Total Reserve/National Guard.

<sup>g</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.





**Figure 34**  
*Percentage Reporting Greater Amount of Contact with Key Individual Influencing Prospects*

In contrast to the tendency to report increased contact with key influencers in 1996, in 1994, the reverse trend is found. Reserve and National Guard Recruiters were three times more likely to say they had less contact in 1994 compared to 1992 (31.7%) than to say they had more contact (9.2%).

### **Number of High School Visits**

#### ***Active-Duty***

Table 33 and Figure 35 indicate that in 1996 Active-Duty DoD Recruiters were almost four times as likely to report more visits to high schools since 1994 than to report fewer visits since 1994 (45.7% say they have had more visits compared to only 12.7 percent who say they have made fewer visits than in 1994.) Army Recruiters are the most likely to indicate increased visits (51.1%), whereas Air Force Recruiters are the least likely to report increased visits (39.4%). Among Coast Guard Recruiters, over one-half (54.5%) say they have had more visits than in 1994, whereas 15.2 percent say they have had fewer visits.

Showing a less pronounced but still positive trend in 1994, Active-Duty DoD Recruiters were somewhat more likely to report more visits to high schools since 1992 than to report fewer visits since 1992. Specifically, 25.0 percent said they had more visits, compared to 16.4 percent who said that they had fewer visits.

#### ***Reserve and Guard Components***

Similar to Active-Duty DoD Recruiters, in 1996 more than four out of ten Reserve and Guard Recruiters (45.7%) say they have had increased visits to high schools since 1994. Only 16.1 percent of these recruiters say they have made fewer high school visits. A higher proportion of Air Force Reserve Recruiters (50.0%) and Army National Guard Recruiters (58.2%) indicate more high school visits than the average for Reserve and Guard Recruiters. In this group, Navy Reserve Recruiters were the only recruiters more likely to say that they had fewer high school visits than in 1994 (56.2% of recruiters) than to say they had more visits (2.1% of recruiters).

In contrast to 1996, improvement among Reserve and Guard Recruiters was reported to be minimal in 1994. The proportion of recruiters indicating increased visits since 1992 (25.5%) was only slightly more than the proportion indicating fewer visits since 1992 (20.1%).

### **Incentive Packages Can Discuss**

#### ***Active-Duty***

Active-Duty DoD Recruiters were almost three times more likely to report an increase, compared to 1994 (29.8% of recruiters), than to report a decrease (11.2%) in the types and value of incentive packages that can be discussed with prospects (see Table 34 and Figure 36). Only among Air Force Recruiters was improvement apparently lacking: approximately the same proportion (15.2%) indicate an increase in types and value of incentives they can discuss as the proportion

Table 33  
*Number of High School Visits (Percentage)*

Q63B	Greater	Same	Less
<b>Total Active-Duty DoD</b>			
1996	45.7	41.6	12.7
1994	25.0	58.5	16.4
<b>Army</b>			
1996	51.1	37.9	11.0
1994	25.9	63.3	10.8
<b>Navy</b>			
1996	40.5	42.6	16.9
1994	21.8	50.4	27.7
<b>Marine Corps</b>			
1996	42.7	45.3	12.1
1994	25.4	64.8	9.8
<b>Air Force</b>			
1996	39.4	49.4	11.2
1994	30.3	52.5	17.1
<b>Coast Guard<sup>a</sup></b>			
1996	54.5	30.3	15.2
1994	27.8	37.5	34.7
<b>Total Reserve/National Guard<sup>f</sup></b>			
1996 <sup>c</sup>	45.7	38.2	16.1
1994 <sup>d</sup>	25.5	54.4	20.1
<b>Army Reserve</b>			
1996	38.7	46.2	15.1
1994	23.9	61.6	14.5
<b>Army National Guard</b>			
1996	58.2	34.1	7.6
1994	31.0	55.7	13.3
<b>Navy Reserve</b>			
1996	2.1	41.6	56.2
1994	5.0	35.0	59.9
<b>Air Force Reserve</b>			
1996	50.0	32.1	17.9
1994	16.5	47.1	36.5
<b>Air National Guard</b>			
1996	43.2	36.8	20.0
1994	25.5	51.9	22.6

(cont.)

Table 33 (cont.)

Chi-Square Significance (Q63B)	Comparison within 1996 <sup>g</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	N/A	N/A
Army	p < 0.01	p < 0.01	N/A	N/A
Navy	p < 0.01	p < 0.01	N/A	N/A
Marine Corps	n.s.	p < 0.01	N/A	N/A
Air Force	p < 0.01	p < 0.01	N/A	N/A
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	N/A	N/A
Army National Guard	p < 0.01	p < 0.01	N/A	N/A
Navy Reserve	p < 0.01	p < 0.01	N/A	N/A
Air Force Reserve	n.s.	p < 0.01	N/A	N/A
Air National Guard	p < 0.01	p < 0.01	N/A	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>f</sup> Army Reserve Recruiters are included in both 1996 and 1994 percentages for Total Reserve/National Guard.
- <sup>g</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

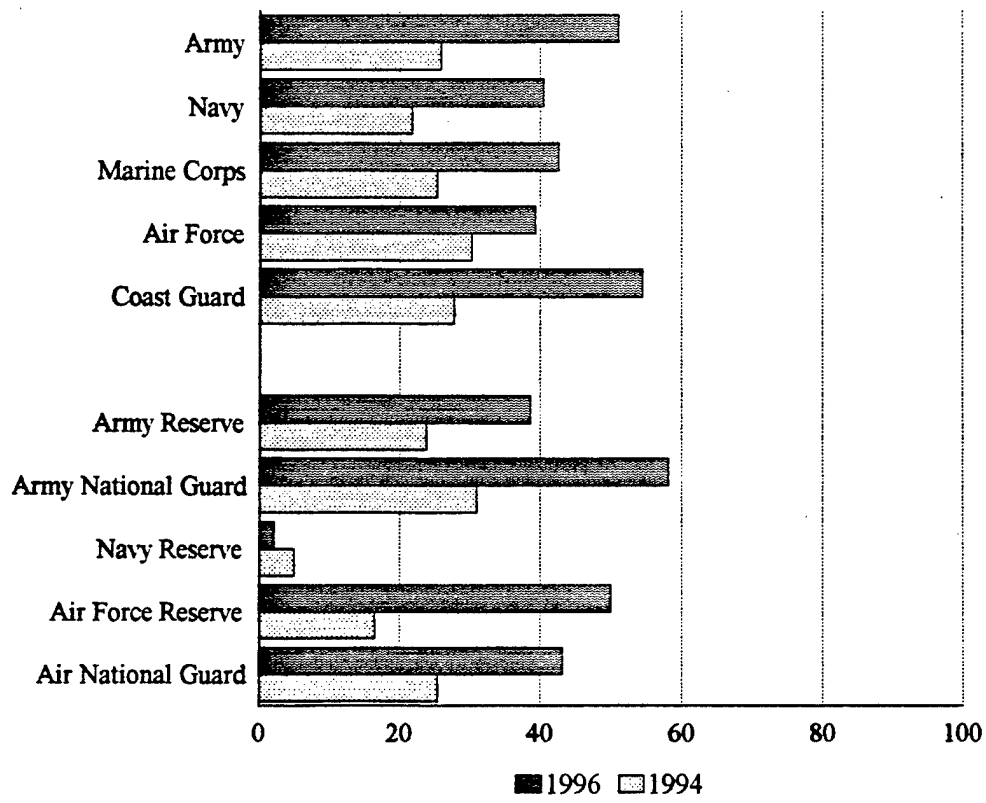


Figure 35  
*Percentage Reporting Greater Number of High School Visits*

Table 34  
*Incentive Packages Can Discuss (Percentage)*

Q63C	Greater	Same	Less
<b>Total Active-Duty DoD</b>			
1996	29.8	59.0	11.2
1994	22.5	50.5	26.9
<b>Army</b>			
1996	33.1	59.1	7.8
1994	25.1	53.2	21.8
<b>Navy</b>			
1996	31.7	55.0	13.3
1994	26.4	50.0	23.6
<b>Marine Corps</b>			
1996	26.1	58.6	15.3
1994	19.0	44.5	36.4
<b>Air Force</b>			
1996	15.2	72.2	12.6
1994	5.8	50.4	43.8
<b>Coast Guard<sup>a</sup></b>			
1996	21.2	47.5	31.3
1994	5.6	23.6	70.8
<b>Total Reserve/National Guard<sup>f</sup></b>			
1996 <sup>c</sup>	32.9	31.9	35.2
1994 <sup>d</sup>	8.5	21.3	70.2
<b>Army Reserve</b>			
1996	32.7	38.5	28.8
1994	17.2	43.7	39.1
<b>Army National Guard</b>			
1996	34.6	26.7	38.7
1994	4.6	6.8	88.6
<b>Navy Reserve</b>			
1996	20.8	33.4	45.8
1994	3.8	22.9	73.3
<b>Air Force Reserve</b>			
1996	22.1	53.5	24.4
1994	12.6	55.2	32.2
<b>Air National Guard</b>			
1996	46.6	36.7	16.7
1994	13.2	34.4	52.4

(cont.)

Table 34 (cont.)

Chi-Square Significance (Q63C)	Comparison within 1996 <sup>e</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	N/A	N/A
Army	p < 0.01	p < 0.01	N/A	N/A
Navy	p < 0.05	p < 0.01	N/A	N/A
Marine Corps	p < 0.01	p < 0.01	N/A	N/A
Air Force	p < 0.01	p < 0.01	N/A	N/A
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	N/A	N/A
Army National Guard	p < 0.01	p < 0.01	N/A	N/A
Navy Reserve	p < 0.01	p < 0.01	N/A	N/A
Air Force Reserve	p < 0.01	p < 0.01	N/A	N/A
Air National Guard	p < 0.01	p < 0.01	N/A	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>f</sup> Army Reserve Recruiters are included in both 1996 and 1994 percentages for Total Reserve/National Guard.
- <sup>e</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

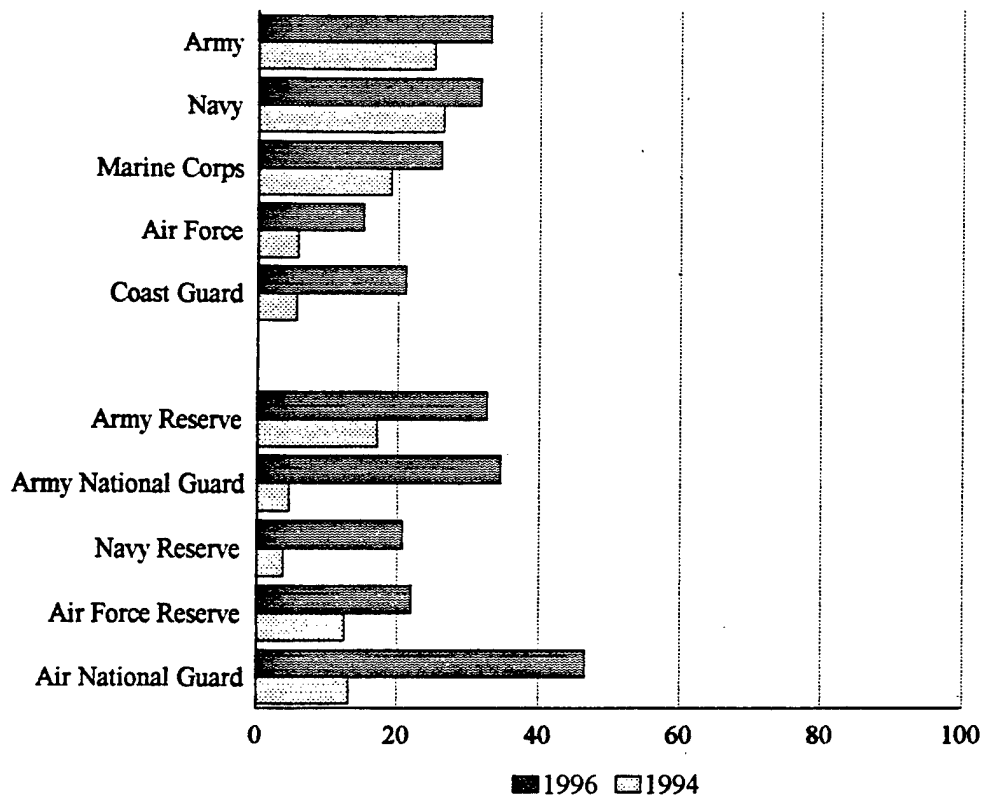


Figure 36  
*Percentage Reporting Greater Number of Incentive Packages to Discuss*



(12.6%) indicating a decrease in types and value of incentives that can be discussed. Among Coast Guard Recruiters, fewer indicate improvement in packages (21.2%) than indicate that these packages have become worse (31.3%). Regardless of the Service Branch, approximately half or more of Active-Duty Recruiters see no change in the value or number of incentive packages that can be discussed, compared to 1994.

In 1994, Active-Duty DoD Recruiters were about evenly split on whether incentive packages were greater (22.5%) or less (26.9%) than in 1992. In both 1994 and 1996, about half of Active-Duty DoD Recruiters saw no change from previous years; although in 1996 most of those reporting change saw it as being positive.

### *Reserve and Guard Components*

Unlike Active-Duty DoD Recruiters in 1996, Reserve and Guard Recruiters are more or less evenly divided in their evaluation of changes in incentive packages since 1994. Approximately one-third (31.9%) see no change, compared to one-third (32.9%) who indicate a greater value or number of incentive packages can be discussed with potential recruits, and about one-third (35.2%) who said a decreased value or number of incentive packages can be discussed with prospects. However, when comparing individual Components, this pattern is not uniformly maintained. Among Air National Guard Recruiters, 46.6 percent indicate a positive change, compared to 16.7 percent reporting a negative change. Among Navy Reserve Recruiters, only 20.8 percent report an increase in the value or number of packages, compared to a much larger proportion (45.8%) who indicate a decrease in the value or number of packages. Among Air Force Reserve Recruiters, a minority (22.1%) report a positive change, compared to one-half (53.5%) who indicate no change, and about one-quarter (24.4%) who indicate a change for the worse.

In contrast to the even split in opinion regarding changes in incentive packages in 1996, in 1994 there was an unmistakable trend. Among Reserve and Guard Recruiters in 1994, more than two-thirds (70.2%) reported that incentive packages offered less than in 1992 and only 8.5 percent said they offered more than in 1992.

## **Overseas Assignment Opportunities Can Discuss**

### *Active-Duty*

As can be seen in Table 35 and Figure 37, about two-thirds (69.2%) of Active-Duty DoD Recruiters report no change since 1994 in overseas assignment opportunities that can be discussed with potential recruits. Most of the remaining one-third (23.1%) say that overseas opportunities are less. Army Recruiters are the most likely to say that overseas opportunities are less (33.2%), followed by Air Force Recruiters (29.6%). More than one-third (36.7%) of Coast Guard Recruiters report that overseas opportunities are less compared to only 4.1 percent who say that opportunities are greater. Overall, the percentage of Active-Duty DoD Recruiters saying that there are fewer overseas assignment opportunities that can be discussed with prospects in 1996, compared to 1994 (23.1%), is less than the proportion who said there were fewer such opportunities in 1994 compared to 1992 (35.1%), indicating a slight improvement in the distribution of responses.

Table 35

*Overseas Assignment Opportunities Can Discuss (Percentage)*

Q63D	Greater	Same	Less
Total Active-Duty DoD			
1996	7.7	69.2	23.1
1994	7.1	57.9	35.1
Army			
1996	7.5	59.4	33.2
1994	5.6	44.5	49.9
Navy			
1996	7.0	77.8	15.2
1994	8.1	68.5	23.4
Marine Corps			
1996	10.2	81.7	8.1
1994	10.8	79.0	10.2
Air Force			
1996	4.9	65.5	29.6
1994	4.5	49.2	46.4
Coast Guard <sup>a</sup>			
1996	4.1	59.2	36.7
1994	4.3	57.1	38.6
Total Reserve/National Guard <sup>f</sup>			
1996 <sup>c</sup>	4.3	59.0	36.7
1994 <sup>d</sup>	1.9	53.0	45.1
Army Reserve			
1996	4.2	62.5	33.3
1994	1.8	59.0	39.1
Army National Guard			
1996	3.5	57.3	39.2
1994	0.9	53.0	46.1
Navy Reserve			
1996	3.6	57.5	38.9
1994	2.5	39.2	58.3
Air Force Reserve			
1996	0.0	60.7	39.3
1994	2.5	55.6	42.0
Air National Guard			
1996	15.0	61.0	24.0
1994	9.0	54.8	36.2

(cont.)

Table 35 (cont.)

Chi-Square Significance (Q63D)	Comparison within 1996 <sup>e</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	N/A	N/A
Army	p < 0.01	p < 0.01	N/A	N/A
Navy	p < 0.01	p < 0.01	N/A	N/A
Marine Corps	p < 0.01	n.s.	N/A	N/A
Air Force	p < 0.01	p < 0.01	N/A	N/A
Coast Guard	p < 0.01	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	n.s.	p < 0.05	N/A	N/A
Army National Guard	p < 0.01	p < 0.01	N/A	N/A
Navy Reserve	n.s.	p < 0.01	N/A	N/A
Air Force Reserve	p < 0.01	p < 0.01	N/A	N/A
Air National Guard	p < 0.01	p < 0.01	N/A	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>f</sup> Army Reserve Recruiters are included in both 1996 and 1994 percentages for Total Reserve/National Guard.

<sup>g</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

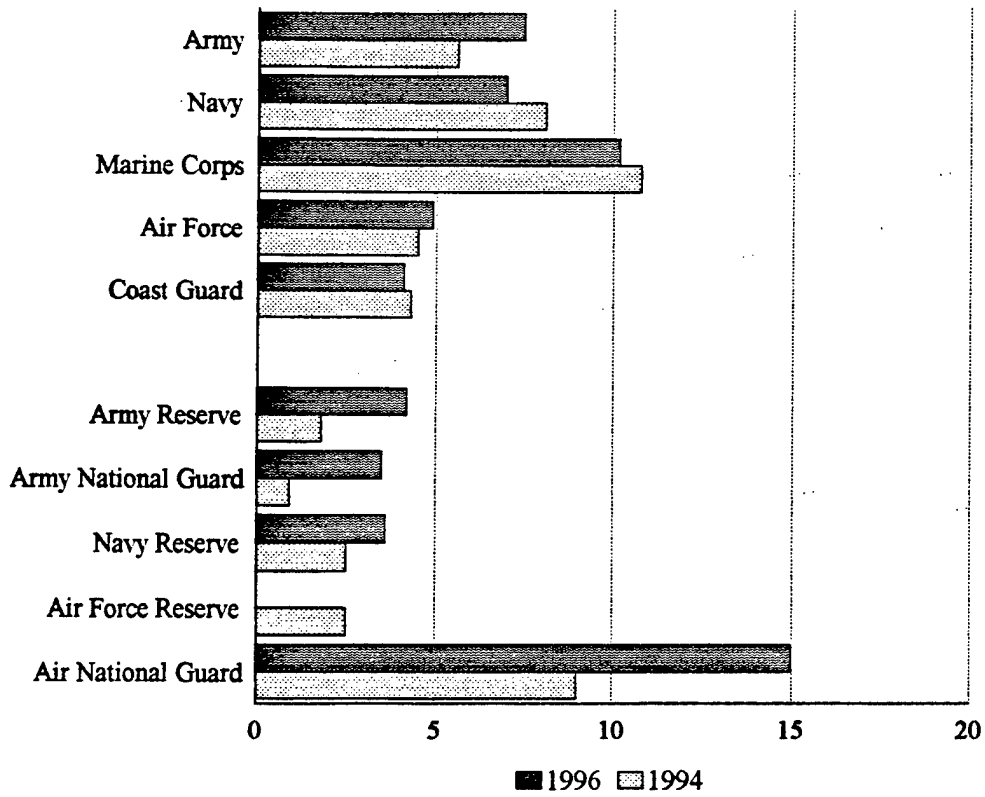


Figure 37  
*Percentage Reporting Greater Number of Overseas Assignment Opportunities to Discuss*

## *Reserve and Guard Components*

More than one-half (59.0%) of Reserve and National Guard Recruiters state that there has been no change since 1994 in overseas assignment opportunities that can be discussed with potential recruits. Compared to Active-Duty DoD Recruiters, a greater proportion of Reserve and Guard Recruiters (36.7% versus 23.1%) indicate that overseas opportunities have decreased. The proportion (4.3%) reporting an increase is minuscule. This general pattern is found within the individual Components, although a smaller proportion (24.0%) of Air National Guard Recruiters than of other Reserve and Guard Recruiters say there are fewer overseas opportunities -- and a higher percentage (15.0%) say there are more overseas opportunities -- open for discussion than was the case in 1994. Compared to 1994, the distribution of responses for Reserve and Guard Recruiters, overall, is somewhat improved. In 1994, 45.1 percent of Reserve and Guard Recruiters said opportunities for discussing overseas assignment with prospects were less, compared to 1992.

### **ACCESSIBILITY AND APPEARANCE OF RECRUITING OFFICE**

The 1996 Recruiter Survey, for the first time, asked several questions about the accessibility and appearance of the recruiting office to potential recruits. Specifically, recruiters were asked to judge the importance of their recruiting office to potential applicants, the convenience of its location, whether it provides a professional environment, and its pleasantness. The results of the recruiters' assessments are presented in Tables 36 through 39 and Figures 38 through 41.

#### **The Importance of Office Location**

##### *Active-Duty*

As seen in Table 36 and Figure 38, over three-fourths (77.4%) of all Active-Duty DoD Recruiters agree that the location of their office is important to applicants. This proportion is somewhat higher (81.8%) among Air Force Recruiters. Coast Guard Recruiters look quite similar to those representing the DoD Services. About four-fifths (79.6%) agree that the location of their office is important to potential recruits.

##### *Reserve and Guard Components*

The proportion of Reserve and Guard Component Recruiters, as a whole, who agree that recruiter office location is important to applicants is very similar to that among Active-Duty Recruiters (78.5% versus 77.4% for the latter). Among the Components, only the percentages for Air Force Reserve and Air National Guard Recruiters are significantly different. Both are higher (89.5% and 87.8%, respectively).

#### **Office Presents Professional Environment**

##### *Active-Duty*

Table 37 and Figure 39 show that among all Active-Duty DoD Recruiters, 76.1 percent agree that their office presents a professional environment. The only Service whose recruiters express a

Table 36

*Importance of Office Location (Percentage)*

Q54A	Significance <sup>6</sup>	Agree	Neutral	Disagree
Total Active-Duty DoD	N/A	77.4	16.3	6.2
Army	n.s.	75.7	17.6	6.7
Navy	n.s.	77.3	16.0	6.7
Marine Corps	n.s.	79.8	14.4	5.8
Air Force	p < 0.01	81.8	15.0	3.2
Coast Guard <sup>a</sup>	n.s.	79.6	14.3	6.1
Total Reserve/National Guard <sup>b</sup>	N/A	78.5	15.7	5.8
Army Reserve	n.s.	76.7	16.5	6.9
Army National Guard	n.s.	77.2	16.8	5.9
Navy Reserve	n.s.	79.8	15.1	5.2
Air Force Reserve	p < 0.01	89.5	7.0	3.5
Air National Guard	p < 0.01	87.8	9.0	3.2

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>6</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

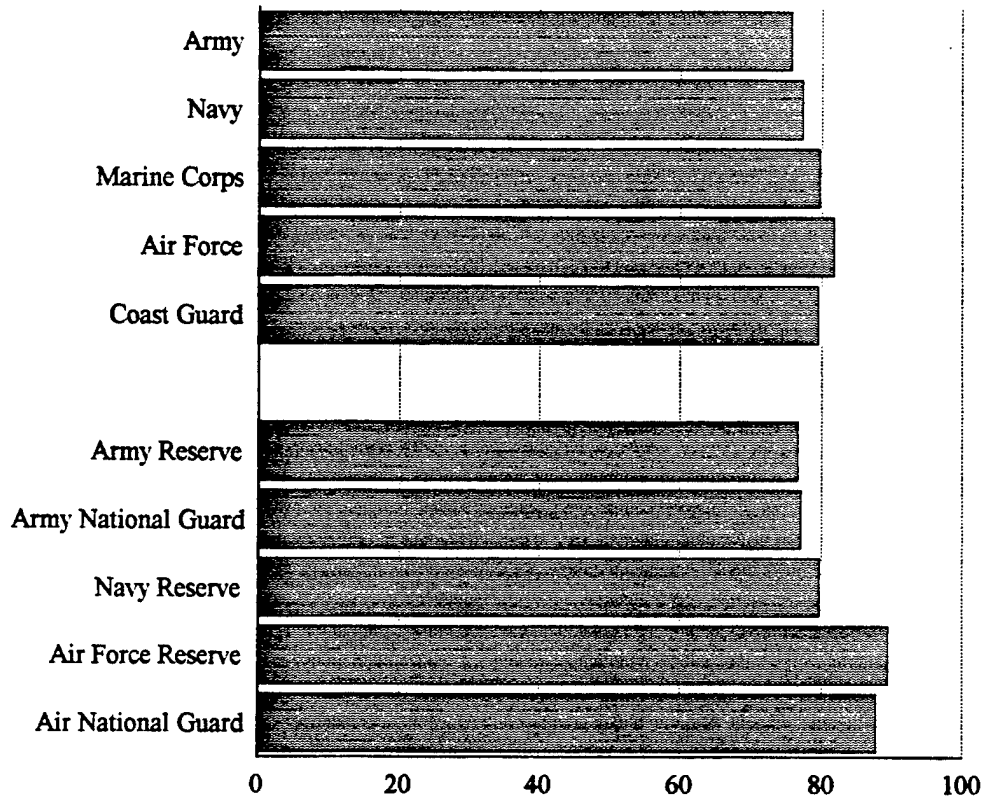


Figure 38  
*Percentage Perceiving Office Location is Important*

Table 37  
*Office Presents Professional Environment (Percentage)*

Q54B	Significance <sup>a</sup>	Agree	Neutral	Disagree
Total Active-Duty DoD	N/A	76.1	10.7	13.3
Army	p < 0.01	70.7	12.6	16.7
Navy	p < 0.01	79.3	10.8	9.9
Marine Corps	p < 0.01	82.1	7.4	10.5
Air Force	p < 0.01	80.5	7.8	11.8
Coast Guard <sup>a</sup>	p < 0.01	93.9	2.0	4.1
Total Reserve/National Guard <sup>b</sup>	N/A	69.7	12.5	17.7
Army Reserve	p < 0.01	64.2	15.1	20.7
Army National Guard	n.s.	67.8	13.7	18.5
Navy Reserve	p < 0.01	79.3	7.5	13.2
Air Force Reserve	p < 0.01	86.0	4.7	9.3
Air National Guard	p < 0.01	80.5	6.8	12.7

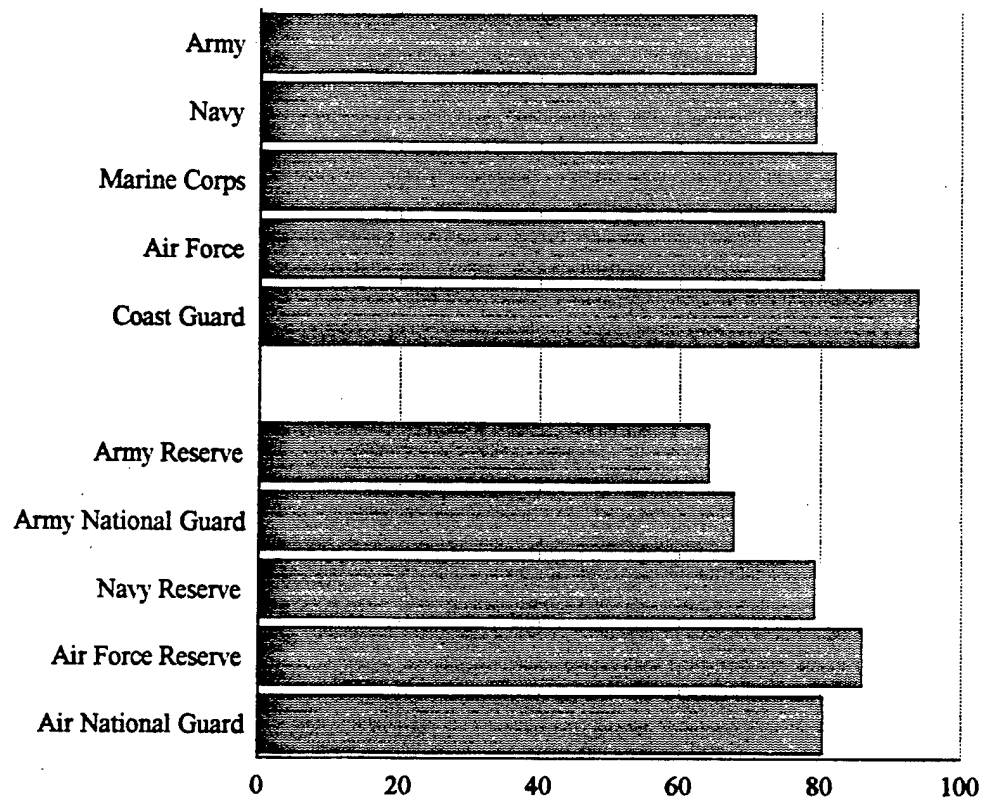
n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.





**Figure 39**  
*Percentage Believing Recruiting Office Presents A Professional Environment*

lower level of agreement is the Army (70.7% agree and 16.7% disagree). Agreement is at least slightly higher than the aggregate level in the other three Services. Coast Guard Recruiters are dramatically more likely to voice agreement with this statement than are any of the DoD Recruiters (93.9% agree and only 4.1% disagree).

### *Reserve and Guard Components*

Altogether, 69.7 percent of Reserve and National Guard Recruiters believe that their office presents a professional environment. Among the Components, only those representing the Army Reserve (64.2%) express lower agreement. While the Army National Guard, with 67.8% expressing agreement, resembles the Components taken as a whole, Navy Reserve, Air Force Reserve, and Air National Guard Recruiters are substantially more likely to voice agreement (79.3%, 86.0%, and 80.5%, respectively).

## **Office Presents a Pleasant Environment**

### *Active-Duty*

As displayed in Table 38 and Figure 40, 71.4 percent of all Active-Duty DoD Recruiters agree, and 14.2 percent disagree, that their recruiting office presents a pleasant environment. Again, Army Recruiters are the least likely to feel this way. Only 65.5 percent agree and 17.4 percent disagree. Agreement is close to 75.0 percent (74.5% and 76.8%, respectively) among Navy and Marine Corps Recruiters. For Air Force Recruiters, the proportion who agree with the statement is 80.9 percent. Once again, recruiters from the Coast Guard view their office environment the most positively (93.9% agree and only 3.1% disagree that their recruiting offices provide a pleasant environment for potential recruits).

### *Reserve and Guard Components*

Among all Reserve and National Guard Recruiters, roughly two-thirds (67.4%) agree that their office provides a pleasant environment for applicants. The variation in this perception across the Components is quite large, however. Among Army Reserve Recruiters, the proportion who agree is lower (60.3%). For all of the others except Army National Guard, which resembles that of the Components taken as a whole, levels of agreement are higher (76.0% for Navy Reserve, 82.6% for Air Force Reserve, and 80.0% for Air National Guard).

## **Office is Conveniently Located**

### *Active-Duty*

Comparing Table 39 and Figure 41 to those just described reveals that the level of agreement among total Active-Duty DoD Recruiters regarding the convenience of their office location to potential recruits is much lower than that which exists for recruiting office importance, pleasantness, and professional appearance. Just over half (53.3%) perceive that their offices are conveniently located. This proportion is even lower among Army Recruiters, 47.5 percent, with over one-third

Table 38  
*Office Presents Pleasant Environment (Percentage)*

Q54C	Significance <sup>a</sup>	Agree	Neutral	Disagree
Total Active-Duty DoD	N/A	71.4	14.4	14.2
Army	p < 0.01	65.5	17.0	17.4
Navy	p < 0.01	74.5	15.2	10.3
Marine Corps	p < 0.01	76.8	10.4	12.7
Air Force	p < 0.01	80.9	7.5	11.6
Coast Guard <sup>a</sup>	p < 0.01	93.9	3.1	3.1
Total Reserve/National Guard <sup>b</sup>	N/A	67.4	15.9	16.7
Army Reserve	p < 0.01	60.3	18.2	21.4
Army National Guard	n.s.	66.3	17.3	16.4
Navy Reserve	p < 0.01	76.0	9.9	14.1
Air Force Reserve	p < 0.01	82.6	8.1	9.3
Air National Guard	p < 0.01	80.0	10.9	9.1

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

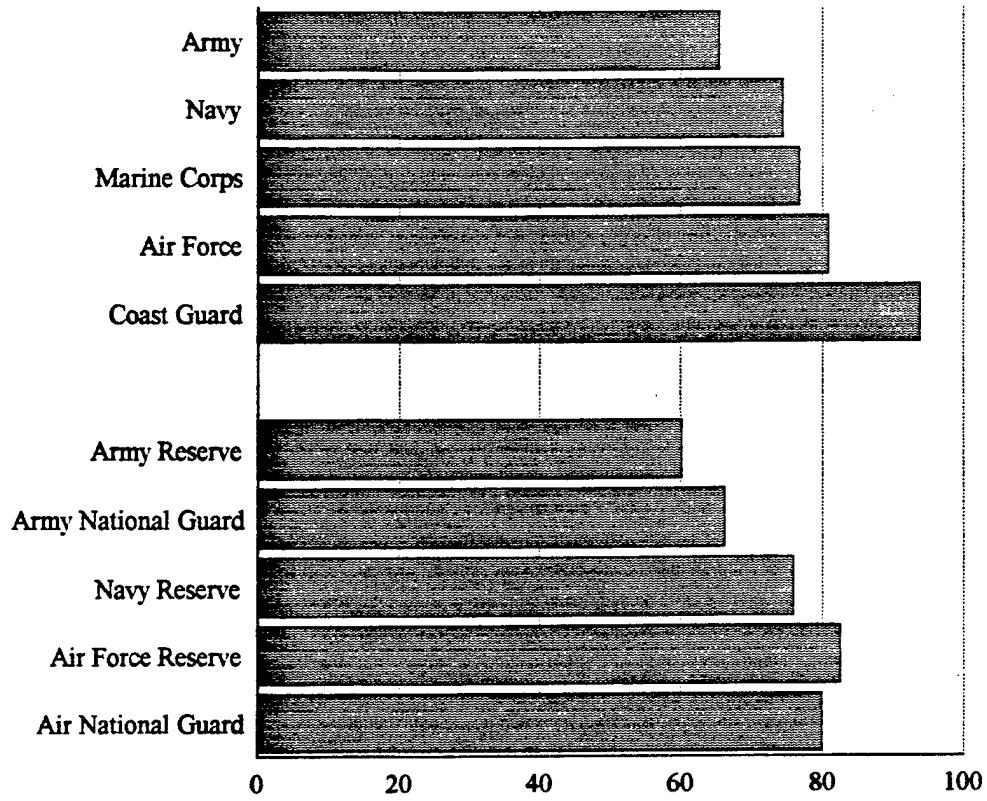


Figure 40  
*Percentage Believing Recruiting Office Presents A Pleasant Environment*

Table 39

*Office is Conveniently Located (Percentage)*

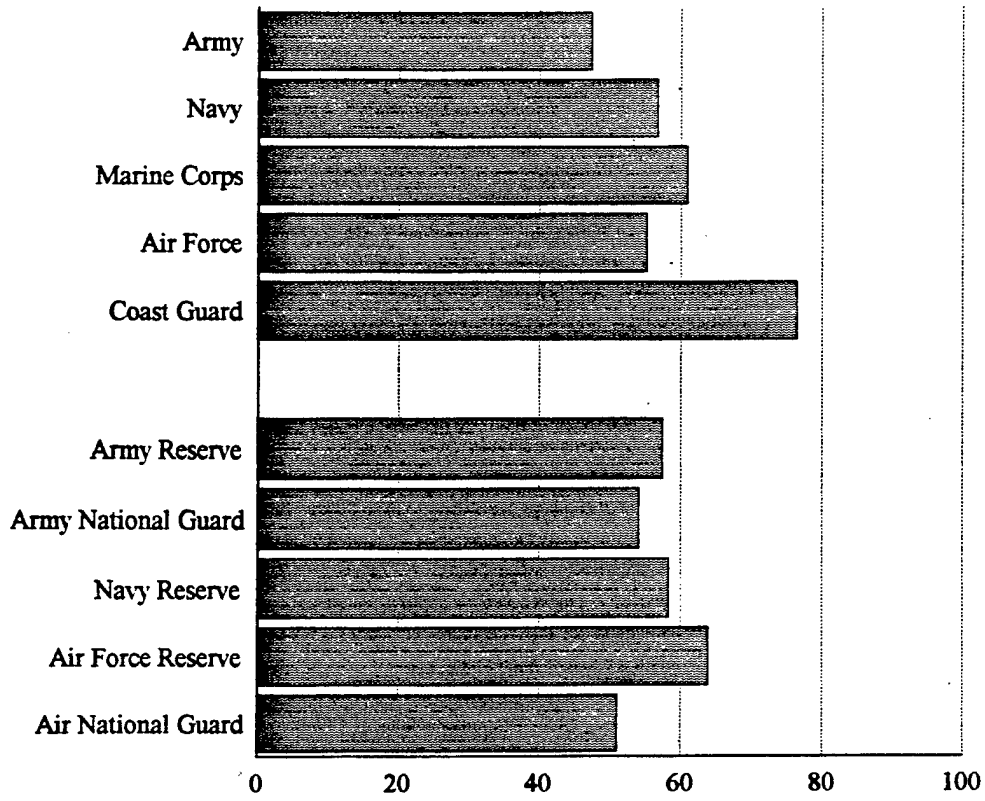
Q54D	Significance <sup>a</sup>	Agree	Neutral	Disagree
Total Active-Duty DoD	N/A	53.3	14.1	32.6
Army	p < 0.01	47.5	14.6	37.9
Navy	p < 0.01	56.8	15.4	27.8
Marine Corps	p < 0.01	61.0	11.9	27.1
Air Force	n.s.	55.3	13.3	31.4
Coast Guard <sup>a</sup>	p < 0.01	76.5	9.2	14.3
Total Reserve/National Guard <sup>b</sup>	N/A	55.6	15.2	29.1
Army Reserve	n.s.	57.5	14.6	27.9
Army National Guard	n.s.	54.2	15.5	30.2
Navy Reserve	n.s.	58.4	14.1	27.5
Air Force Reserve	p < 0.01	64.0	15.1	20.9
Air National Guard	p < 0.05	51.1	17.6	31.2

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 41**  
*Percentage Believing Recruiting Office Is Conveniently Located*

(37.9%) disagreeing. The proportions of Navy and Marine Corps Recruiters who agree are somewhat larger (56.8% and 61.0%, respectively). Coast Guard Recruiters are the most likely of all to view their office as conveniently located (76.5% agree and only 14.3% disagree that this is the case).

### ***Reserve and Guard Components***

Reserve and Guard Component Recruiters also are less likely to rate the convenience of their office location to applicants lower than they do its other physical features. Slightly more than half (55.6%) of them agree that it is convenient for recruiters and 29.1 percent disagree. Only recruiters from the Air Force Reserve and the Air National Guard register opinions that are significantly different. Among the former, 64.0 percent agree, while among the latter, only 51.1 percent see their office as conveniently located for potential recruits.

## **ATTRIBUTES OF RECRUITERS**

The 1996 Survey included three questions asking about the recruiting capabilities and other attributes of their fellow recruiters. Specifically, they were asked about salesmanship, whether better recruiters make up for poor recruiters in reaching quotas, and about the experience level of recruiters in general.

### **Role of Aptitude for Sales in Recruiter Success**

#### ***Active-Duty***

Table 40 and Figure 42 reveal very lopsided results with few neutral responses: Active-Duty DoD Recruiters overwhelmingly agree (82.3%) that some recruiters are not successful because they lack an aptitude for sales. In each of the four Component Services--Army, Navy, Marine Corps, and Air Force--approximately eight out of ten recruiters are in agreement. In the Coast Guard, the neutral response is a bit larger (19.0%), with about two-thirds (67.0%) agreeing that some recruiters lack such aptitude.

#### ***Reserve and Guard Components***

The view of Reserve and Guard Recruiters is very similar to Active-Duty DoD Recruiters: 78.0 percent agree that some recruiters are not successful because they lack an aptitude for sales. Only 9.6 percent disagree. Within each of the Components, the pattern of response is very similar.

### **Good Recruiters Can Make Up for Less Capable**

#### ***Active-Duty***

The majority of Active-Duty DoD Recruiters (57.8%) agree that the good recruiters in an office make up for others who can't make their quota (See Table 41 and Figure 43). Only one-fifth (21.9%) disagree. Showing the most agreement are Navy Recruiters (65.0%) and Marine Corps Recruiters (64.7%). Among Air Force Recruiters, opinion is fairly evenly split, with 37.5 percent

Table 40  
*Role of Salesmanship in Recruiter Success (Percentage)*

Q62D	Significance <sup>c</sup>	Agree	Neutral	Disagree
Total Active-Duty DoD	N/A	82.3	9.3	8.4
Army	n.s.	81.9	9.6	8.5
Navy	p < 0.01	85.8	7.6	6.7
Marine Corps	n.s.	79.3	11.1	9.5
Air Force	n.s.	81.2	8.3	10.5
Coast Guard <sup>a</sup>	p < 0.01	67.0	19.0	14.0
Total Reserve/National Guard <sup>b</sup>	N/A	78.0	12.4	9.6
Army Reserve	p < 0.01	81.0	8.4	10.6
Army National Guard	p < 0.01	79.2	13.2	7.6
Navy Reserve	n.s.	73.4	13.9	12.7
Air Force Reserve	p < 0.01	68.6	16.3	15.1
Air National Guard	p < 0.01	70.5	15.5	14.1

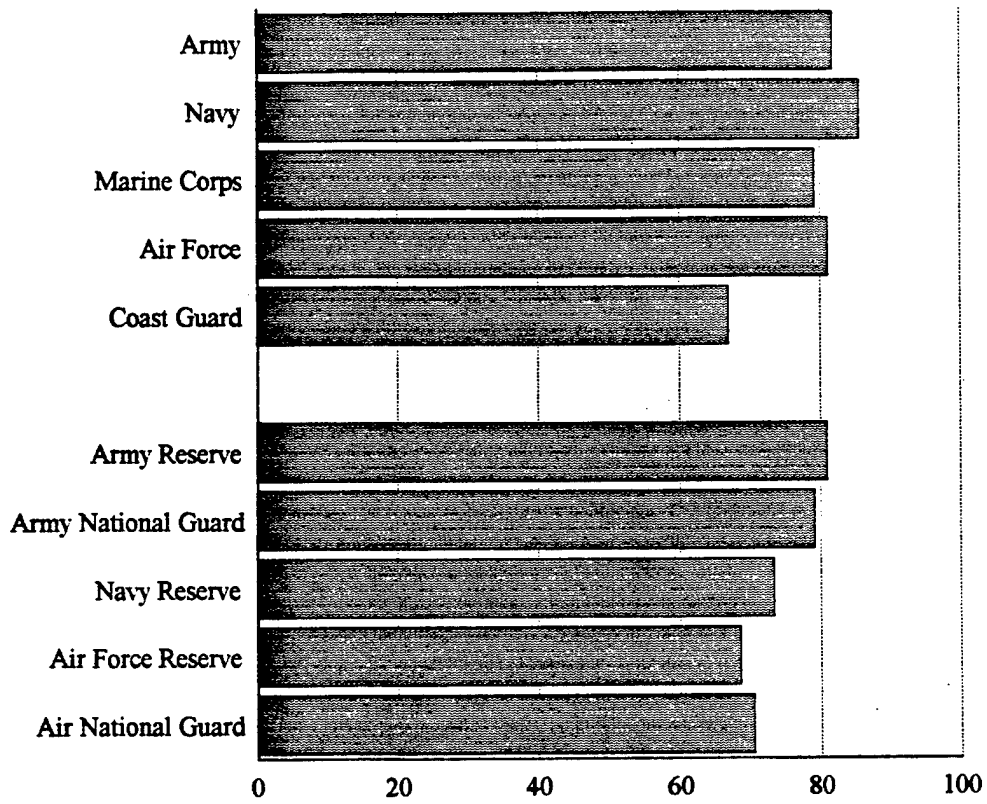
n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.





**Figure 42**  
*Percentage Who Agree that the Role of Salesmanship is Important to Recruiter Success*

Table 41  
*Good Recruiters Can Make Up for Less Capable (Percentage)*

Q62F	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	57.8	20.3	21.9
1994	57.2	22.1	20.7
<b>Army</b>			
1996	54.3	20.2	25.4
1994	55.4	23.7	21.0
<b>Navy</b>			
1996	65.0	19.9	15.1
1994	57.3	22.0	20.7
<b>Marine Corps</b>			
1996	64.7	17.3	18.0
1994	71.1	15.3	13.6
<b>Air Force</b>			
1996	37.5	29.9	32.6
1994	43.1	25.9	31.1
<b>Coast Guard<sup>a</sup></b>			
1996	44.0	33.0	23.0
1994	51.4	26.4	22.2
<b>Total Reserve/National Guard<sup>f</sup></b>			
1996 <sup>c</sup>	39.9	25.6	34.6
1994 <sup>d</sup>	41.9	25.0	33.1
<b>Army Reserve</b>			
1996	51.4	22.4	26.2
1994	57.1	22.1	20.8
<b>Army National Guard</b>			
1996	31.5	28.0	40.5
1994	33.0	27.7	39.3
<b>Navy Reserve</b>			
1996	55.7	22.6	21.7
1994	53.7	16.5	29.8
<b>Air Force Reserve</b>			
1996	37.2	25.6	37.2
1994	44.9	28.1	27.0
<b>Air National Guard</b>			
1996	33.3	24.2	42.5
1994	33.6	28.0	38.3

(cont.)

Table 41 (cont.)

Chi-Square Significance (Q62F)	Comparison within 1996 <sup>g</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	N/A	N/A
Army	p < 0.01	p < 0.01	N/A	N/A
Navy	p < 0.01	p < 0.01	N/A	N/A
Marine Corps	p < 0.01	n.s.	N/A	N/A
Air Force	p < 0.01	n.s.	N/A	N/A
Coast Guard	p < 0.01	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	n.s.	N/A	N/A
Army National Guard	p < 0.01	n.s.	N/A	N/A
Navy Reserve	p < 0.01	p < 0.01	N/A	N/A
Air Force Reserve	n.s.	p < 0.01	N/A	N/A
Air National Guard	p < 0.01	n.s.	N/A	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>f</sup> Army Reserve Recruiters are included in both 1996 and 1994 percentages for Total Reserve/National Guard.

<sup>g</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

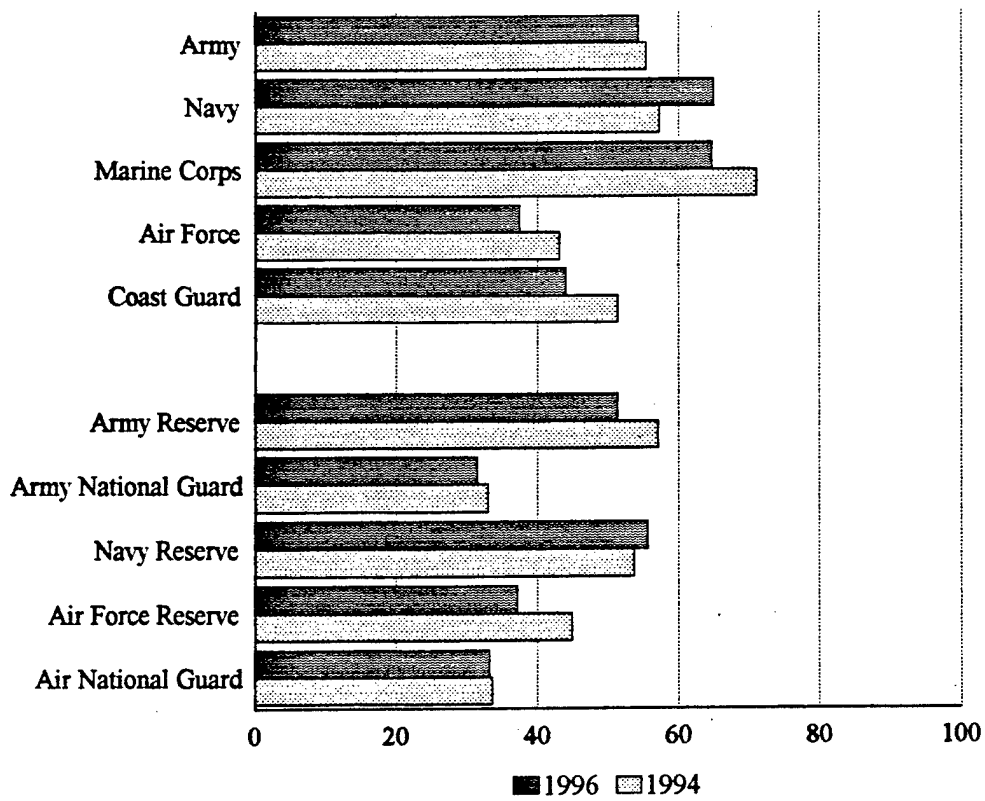


Figure 43  
*Percentage Who Agree that Good Recruiters Can Make Up for Less Capable*

agreeing and 32.6 percent disagreeing that good recruiters compensate for bad ones. Opinion is also divided among Coast Guard Recruiters, but a higher proportion agree (44.0%) than disagree (23.0%).

There has been remarkable stability in the high proportion of Active-Duty DoD Recruiters who believe that good recruiters make up for others who fall behind their quota. In 1994, 57.2 percent agreed (compared to 57.8 % in 1996) and 20.7 percent disagreed (compared to 21.9% in 1996).

### ***Reserve and Guard Components***

Whereas Active-Duty DoD Recruiters tend to agree that good recruiters make up for others, Reserve and Guard Recruiters are fairly evenly divided on this issue: 39.9 percent agree and 34.6 percent disagree. Mirroring this split, Air Force Reserve Recruiters also are evenly divided (37.2% agree and 37.2% disagree). This split is evident in other Components as well: a minority of recruiters in the Army National Guard (31.5%) and Air National Guard (33.3%) agree and a slightly larger proportion disagree. However, recruiters in the Navy Reserve (55.7%) and Army Reserve (51.4%) tend to agree more than disagree that good recruiters compensate for bad ones.

In 1994, Reserve and Guard Recruiters were just as divided as in 1996 regarding whether good recruiters make up for others. As in 1996, a little more than one-third said they agreed (41.9%) and a somewhat smaller proportion (33.1%) said they disagreed.

## **Perceived Experience Level of Fellow Recruiters**

### ***Active-Duty***

Table 42 and Figure 44 show that 40.4 percent of Active-Duty DoD Recruiters report lower experience levels of recruiters compared to 1994. About one-half that number (19.8%) report greater experience levels since 1994. Within each of the DoD Services there is a somewhat similar breakdown. In contrast, 33.7 percent of Coast Guard Recruiters say that experience levels are higher than they were in 1994, which is about the same proportion of Coast Guard Recruiters who say experience levels are lower (31.6%).

A similar trend for recruiters overall is revealed in 1994. In this earlier survey, Active-Duty DoD Recruiters were four times more likely to say that fellow recruiters were less experienced (45.3%) than more experienced (12.2%) since 1992.

### ***Reserve and Guard Components***

Looking remarkably similar to Active-Duty DoD Recruiters, 43.9 percent of Reserve and Guard Recruiters say that experience levels of recruiters are lower than in 1994. This is roughly two and one-half times the number saying that experience levels are higher (17.7%). Army Reserve Recruiters are most likely to report lower experience levels (55.7%).

Table 42

*Perceived Experience Level of Fellow Recruiters (Percentage)*

Q63M	Greater	Same	Less
<b>Total Active-Duty DoD</b>			
1996	19.8	39.8	40.4
1994	12.2	42.5	45.3
<b>Army</b>			
1996	22.7	40.7	36.6
1994	13.3	43.8	43.0
<b>Navy</b>			
1996	18.0	37.5	44.5
1994	14.5	41.5	44.0
<b>Marine Corps</b>			
1996	15.7	40.6	43.7
1994	9.8	49.6	40.6
<b>Air Force</b>			
1996	19.8	39.7	40.5
1994	4.2	29.1	66.8
<b>Coast Guard<sup>a</sup></b>			
1996	33.7	34.7	31.6
1994	11.1	55.6	33.3
<b>Total Reserve/National Guard<sup>f</sup></b>			
1996 <sup>c</sup>	17.7	38.4	43.9
1994 <sup>d</sup>	11.3	54.7	33.9
<b>Army Reserve</b>			
1996	13.9	30.4	55.7
1994	7.9	40.4	51.7
<b>Army National Guard</b>			
1996	16.8	41.6	41.6
1994	10.3	62.6	27.1
<b>Navy Reserve</b>			
1996	23.9	40.3	35.8
1994	18.5	55.2	26.3
<b>Air Force Reserve</b>			
1996	12.9	47.1	40.0
1994	8.9	46.7	44.4
<b>Air National Guard</b>			
1996	29.5	35.5	35.0
1994	20.8	49.5	29.7

(cont.)

Table 42 (cont.)

Chi-Square Significance (Q63M)	Comparison within 1996 <sup>e</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	N/A	N/A
Army	p < 0.01	p < 0.01	N/A	N/A
Navy	p < 0.05	n.s.	N/A	N/A
Marine Corps	p < 0.01	p < 0.01	N/A	N/A
Air Force	n.s.	p < 0.01	N/A	N/A
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	p < 0.01	N/A	N/A
Army National Guard	p < 0.01	p < 0.01	N/A	N/A
Navy Reserve	p < 0.01	p < 0.01	N/A	N/A
Air Force Reserve	p < 0.01	n.s.	N/A	N/A
Air National Guard	p < 0.01	p < 0.01	N/A	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>f</sup> Army Reserve Recruiters are included in both 1996 and 1994 percentages for Total Reserve/National Guard.

<sup>g</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

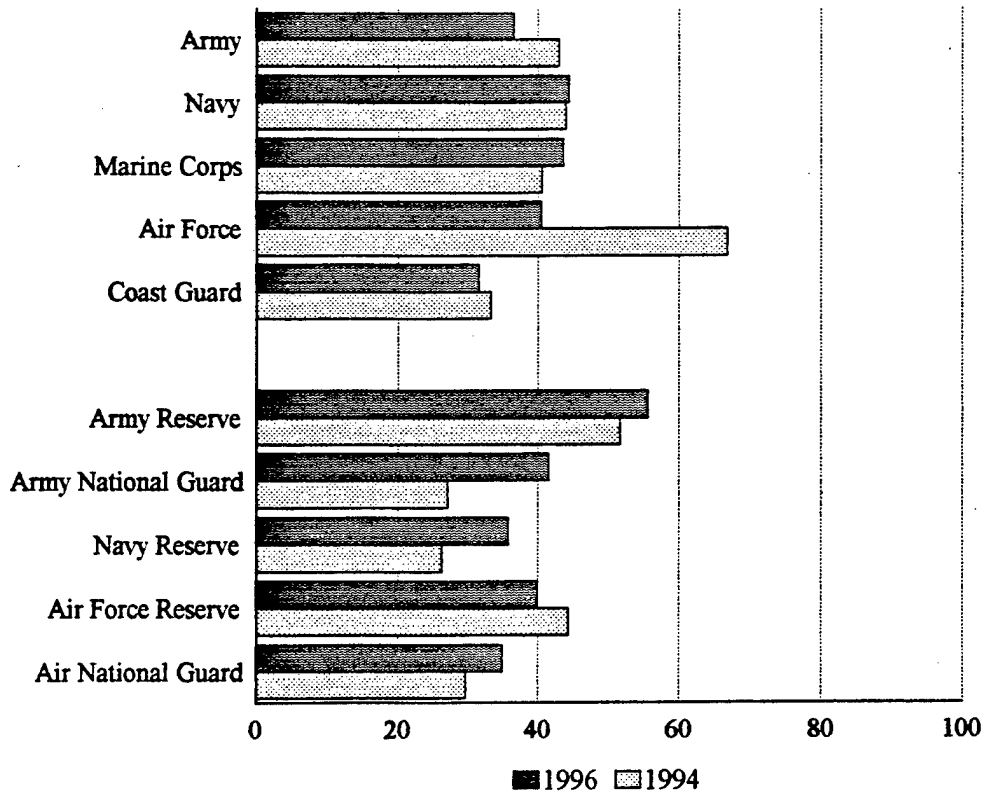


Figure 44  
*Percentage Perceiving That Fellow Recruiters are Less Experienced*



The same overall pattern prevailed in 1994, as well. Three times as many Reserve and Guard Recruiters said experience levels had decreased (33.9%) as said they had increased (11.3%) since 1992.

## **TRAINING AND PREPARATION FOR RECRUITING**

Beginning with the 1989 Survey, recruiters have been asked several questions about their training for recruiting duty. The 1996 Survey contains two new questions regarding the adequacy of training and preparation for recruiting duty. One asks recruiters the extent to which they agree or disagree that the training received "was helpful and relevant for my job as a recruiter." The second new question asks level of agreement with the statement, "The training I received was insufficient for what I needed to know to do effective recruiting." The distribution of recruiter responses to these questions, as well as to those related questions repeated from earlier Surveys, are contained in Tables 43 through 48 and Figures 45 through 50.

### **Realistic Preview of Duty**

#### ***Active-Duty***

As can be seen in Table 43 and Figure 45, the overwhelming majority (61.2 %) of Active-Duty DoD Recruiters report that they were not given a realistic preview of what recruiting duty would be like. Only one-fifth (21.1%) say that they were given a realistic preview. Recruiters in each of four DoD Services respond in a similar way, with anywhere from 52.1 percent (Marine Corps) to 64.6 percent (Army) saying that they did not receive a realistic preview. However, Coast Guard Recruiters responded in the opposite way, with more than one-half (55.0%) indicating that the preview they received was realistic and only 30.0 percent saying that they did not get a realistic preview.

Over the past seven years, most Active-Duty DoD Recruiters have said they did not get a realistic preview of duty. Moreover, the proportion saying they did not get a realistic preview has increased over the last five to seven years--the 61.2 percent in 1996 is significantly greater than the 52.7 percent in 1991 or the 55.4 percent in 1989. Over this same period, the proportion of Active-Duty DoD Recruiters saying they were given a realistic preview has declined--21.1 percent in 1996 compared to 30.1 percent in 1991 and 28.3 percent in 1989. Despite a change in the actual numbers consistent with this trend, there is no statistically significant difference between 1994 and 1996.

#### ***Reserve and Guard Components***

Somewhat similar to Coast Guard Recruiters but quite different from Active-Duty DoD Recruiters, the plurality of Reserve and Guard Recruiters (44.7%) say that they were given a "realistic preview" of recruiting duty and a little more than one-third (35.1%) say they were not. Only Army Reserve Recruiters differ substantially, with a clear majority (57.5%) denying they got a realistic preview in comparison to 23.5 percent saying they did get a realistic preview.

Since 1994, there has been a slight decrease in the percentage of Reserve and Guard Recruiters that agree that they got a realistic preview (49.0% in 1994 was reduced to 44.7% in 1996),

Table 43  
*Realistic Preview of Duty (Percentage)*

Q18A	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	21.1	17.7	61.2
1994	22.6	19.0	58.4
1991	30.1	17.2	52.7
1989	28.3	16.2	55.4
<b>Army</b>			
1996	18.1	17.3	64.6
1994	19.2	20.6	60.2
1991	25.3	17.1	57.6
1989	23.8	16.8	59.4
<b>Navy</b>			
1996	20.0	17.4	62.6
1994	22.8	16.8	60.4
1991	30.9	16.7	52.4
1989	27.6	14.4	58.0
<b>Marine Corps</b>			
1996	27.6	20.4	52.1
1994	25.1	20.2	54.7
1991	34.3	18.3	47.4
1989	31.4	20.0	48.5
<b>Air Force</b>			
1996	25.4	14.0	60.6
1994	32.2	17.0	50.8
1991	43.9	17.9	38.2
1989	47.0	12.9	40.1
<b>Coast Guard<sup>a</sup></b>			
1996	55.0	15.0	30.0
1994	56.2	17.8	26.0
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	44.7	20.1	35.1
1994 <sup>d</sup>	49.0	18.2	32.8
	54.9	18.9	26.1
1991 <sup>e</sup>	55.0	17.5	27.5
<b>Army Reserve</b>			
1996	23.5	18.9	57.5
1994	31.3	16.1	52.6
1991	65.2	13.0	21.7
<b>Army National Guard</b>			
1996	48.8	20.5	30.8
1994	53.6	20.0	26.4
1991	54.3	17.0	28.6

Table 43 (cont.)

Navy Reserve				
1996	53.1	21.2	25.6	
1994	55.4	15.5	29.1	
1991	50.0	24.0	26.0	
Air Force Reserve				
1996	61.6	25.6	12.8	
1994	64.8	19.8	15.4	
1991	67.9	12.8	19.2	
Air National Guard				
1996	67.7	17.3	15.0	
1994	60.3	16.4	23.4	
1991	59.5	17.9	22.6	

Chi-Square Significance (Q18A)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.05	p < 0.05	p < 0.05
Navy	n.s.	n.s.	p < 0.01	p < 0.01
Marine Corps	p < 0.01	n.s.	n.s.	n.s.
Air Force	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.05	N/A	N/A
Army Reserve	p < 0.01	p < 0.05	p < 0.01	N/A
Army National Guard	p < 0.01	n.s.	n.s.	N/A
Navy Reserve	p < 0.01	p < 0.05	n.s.	N/A
Air Force Reserve	p < 0.01	n.s.	p < 0.01	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

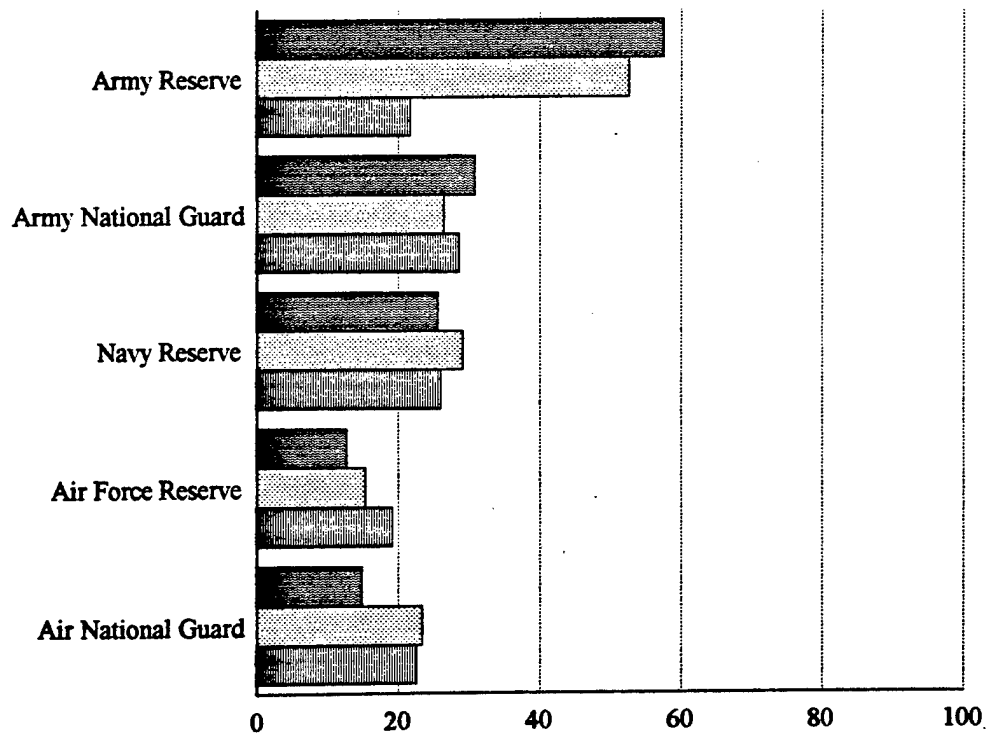
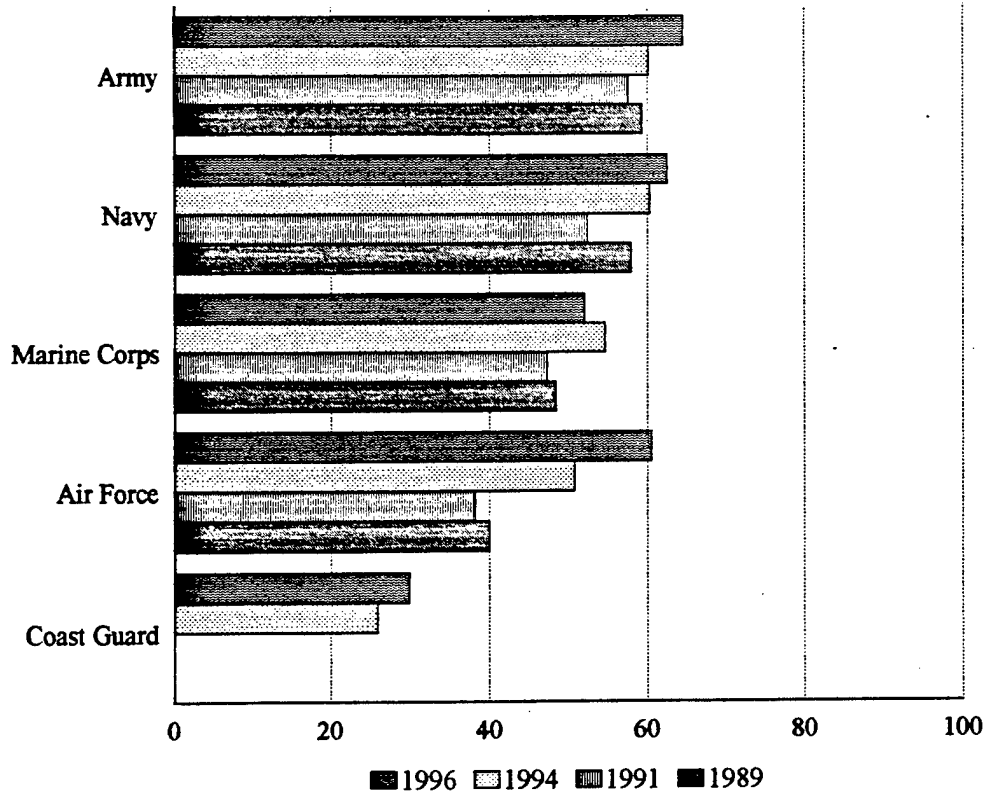


Figure 45  
*Percentage Disagreeing That They Were Given A Realistic Preview of Duty*

and there has been a slight increase in the proportion disagreeing (32.8% in 1994 grew to 35.1% in 1996). There were virtually no changes between 1991 and 1994.

### **Family Prepared for Demands**

#### ***Active-Duty***

Three-quarters (73.8%) of Active-Duty DoD Recruiters say their family members were not well-prepared by the appropriate Service for the requirements and demands of recruiting (see Table 44 and Figure 46). Only 10.6 percent say preparation was adequate. This breakdown is fairly consistent across four DoD Services. However, somewhat fewer Air Force Recruiters (56.7%) say that preparation was inadequate and commensurately more (21.3%) say it was adequate. Among Coast Guard Recruiters, opinion is fairly well divided. A plurality (42.7%) say that preparation was adequate and almost one-third say it was inadequate (31.5%).

In the last five years, the proportion of Active-Duty DoD Recruiters who indicate that the family was not prepared by the Service has increased steadily from 58.3 percent in 1991 to 70.3 percent in 1994 to 73.8 percent in 1996 (compared to 65.3% in 1989). This trend is further indicated by a drop in the proportion reporting that the family was prepared: from 16.8 percent in 1991 to 10.6 percent in 1996 (compared to 13.9% in 1989).

#### ***Reserve and Guard Components***

Most Reserve and Guard Recruiters (56.1%) did not think that their family members were well prepared for the demands of recruiting, but there were differences among components in this regard. The overwhelming majority of Army Reserve Recruiters (66.9%) and Army National Guard Recruiters (58.8%) said preparation was inadequate. However, preparation was sufficient according to most Air Force Reserve Recruiters (54.4%). Reflecting less consensus, a plurality of Air National Guard Recruiters (46.8%) reported that family preparation by the Service was adequate and a plurality of Navy Reserve Recruiters (43.1%) said it was inadequate. Overall, the proportion of Reserve and Guard Recruiters saying their family members were not well prepared for recruiting demands has not changed significantly since 1994.

### **Good Professional Training as Recruiter**

#### ***Active-Duty***

As can be seen in Table 45 and Figure 47, approximately one-half (52.6%) of Active-Duty DoD Recruiters report that they received good professional training as recruiters. A little over one-fifth (21.3%) say they did not receive good professional training. Among Active-Duty DoD Recruiters, Marine Corps Recruiters are most likely to say they received good training (71.4%) and the least likely to say they were not well trained (9.5%). In contrast, Army Recruiters are the least likely to say they were well trained. Yet, even among Army Recruiters, the proportion reporting good training (42.7%) was larger than the proportion reporting poor training (27.1%). The majority of Coast Guard Recruiters (57.0%) say their training was good, whereas 28.0 percent disagree.

Table 44  
*Family Prepared for Demands (Percentage)*

Q18B	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	10.6	15.6	73.8
1994	14.1	15.6	70.3
1991	16.8	24.9	58.3
1989	13.9	20.8	65.3
<b>Army</b>			
1996	7.6	15.1	77.2
1994	11.5	14.2	74.3
1991	14.4	23.2	62.4
1989	9.3	20.7	70.0
<b>Navy</b>			
1996	11.4	13.3	75.3
1994	13.2	16.1	70.6
1991	15.9	26.0	58.1
1989	11.9	18.6	69.5
<b>Marine Corps</b>			
1996	11.7	16.8	71.4
1994	16.2	15.0	68.8
1991	16.1	26.0	57.9
1989	16.3	25.8	57.9
<b>Air Force</b>			
1996	21.3	21.9	56.7
1994	24.6	21.0	54.4
1991	33.7	27.9	38.4
1989	36.8	20.4	42.8
<b>Coast Guard<sup>a</sup></b>			
1996	42.7	25.8	31.5
1994	26.5	35.3	38.2
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	23.8	20.1	56.1
1994 <sup>d</sup>	26.0	20.9	53.1
	28.9	22.7	48.4
1991 <sup>e</sup>	30.5	21.6	47.8
<b>Army Reserve</b>			
1996	14.1	19.0	66.9
1994	17.3	15.5	67.1
1991	47.8	21.7	30.4
<b>Army National Guard</b>			
1996	23.2	17.9	58.8
1994	27.0	22.8	50.3
1991	29.0	20.8	50.2

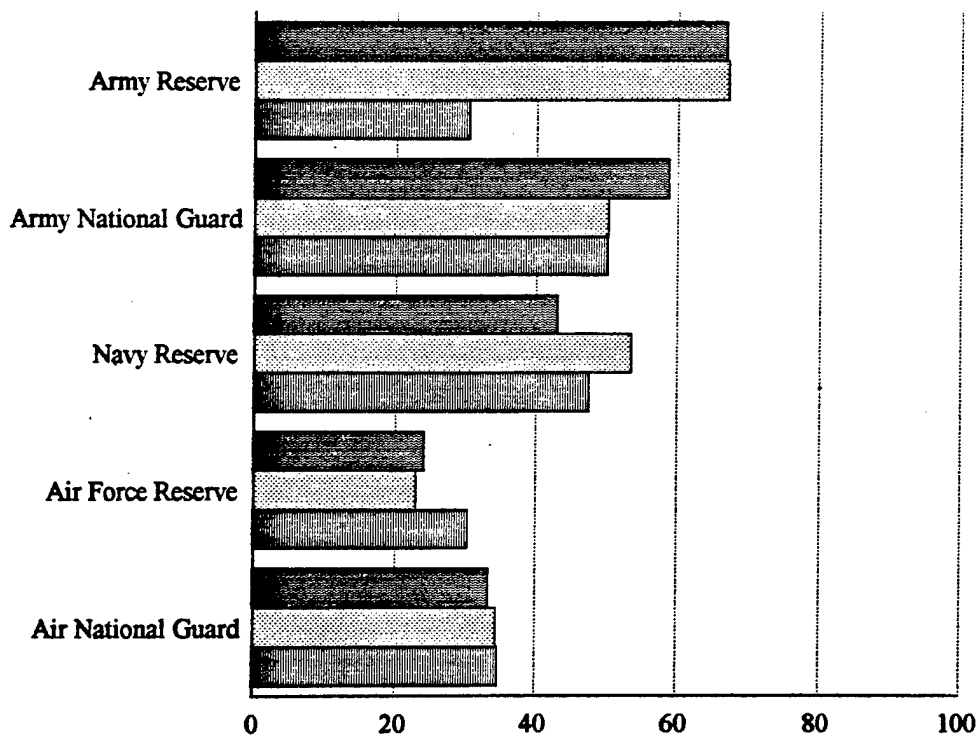
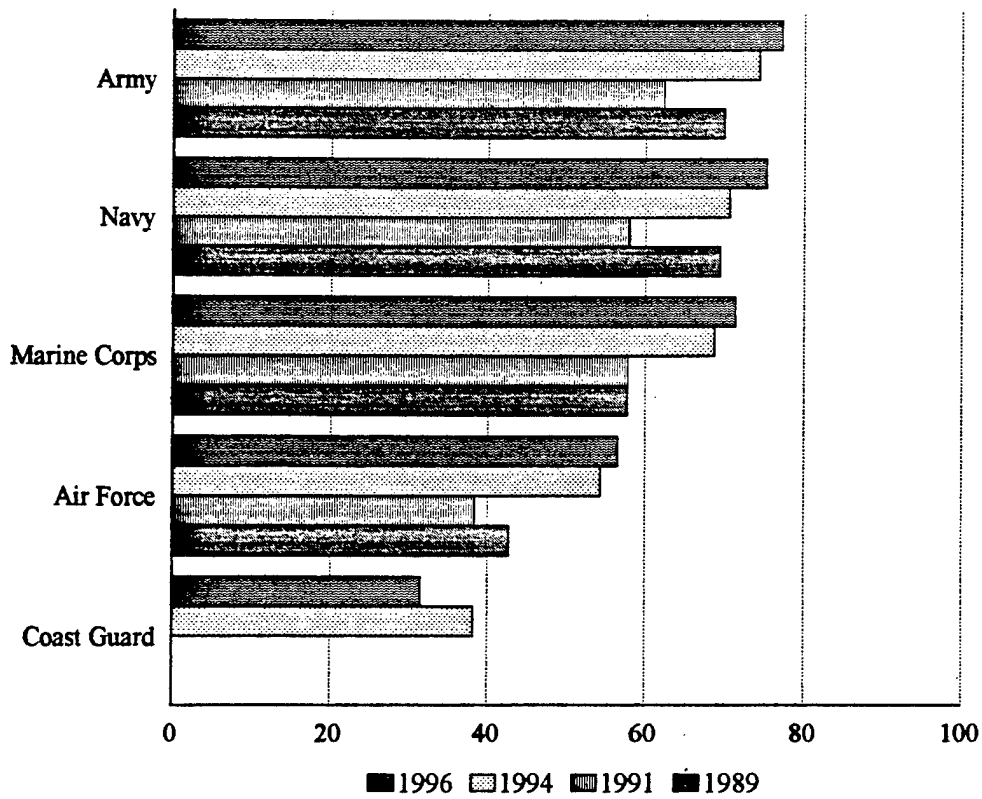
Table 44 (cont.)

Navy Reserve				
1996	25.7	31.2	43.1	
1994	27.3	19.1	53.6	
1991	27.2	25.2	47.6	
Air Force Reserve				
1996	54.4	21.5	24.1	
1994	55.4	21.7	22.9	
1991	47.4	22.4	30.3	
Air National Guard				
1996	46.8	19.9	33.3	
1994	36.4	29.2	34.4	
1991	39.7	25.6	34.7	

Chi-Square Significance (Q18B)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	p < 0.01	p < 0.01	p < 0.01	p < 0.01
Navy	n.s.	n.s.	p < 0.01	p < 0.05
Marine Corps	n.s.	n.s.	p < 0.01	p < 0.01
Air Force	p < 0.01	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	n.s.	p < 0.01	N/A
Army National Guard	p < 0.01	p < 0.01	p < 0.05	N/A
Navy Reserve	p < 0.01	p < 0.01	n.s.	N/A
Air Force Reserve	p < 0.01	n.s.	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 46**  
*Percentage Disagreeing That their Families Were Prepared for Demands of Recruiting Duty*



Table 45

*Good Professional Training as Recruiter (Percentage)*

Q18C	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	52.6	26.0	21.3
1994	52.7	26.6	20.7
1991	58.4	22.6	19.0
1989	54.8	23.8	21.4
<b>Army</b>			
1996	42.7	30.2	27.1
1994	44.4	30.2	25.4
1991	53.0	25.8	21.2
1989	47.2	27.9	24.8
<b>Navy</b>			
1996	55.1	24.5	20.4
1994	55.3	24.7	20.0
1991	57.9	20.9	21.3
1989	52.8	24.3	22.9
<b>Marine Corps</b>			
1996	71.4	19.1	9.5
1994	69.9	21.3	8.8
1991	74.8	16.0	9.2
1989	73.3	16.4	10.3
<b>Air Force</b>			
1996	53.4	24.9	21.7
1994	53.1	25.2	21.7
1991	58.4	24.3	17.3
1989	69.5	13.8	16.7
<b>Coast Guard<sup>a</sup></b>			
1996	57.0	15.0	28.0
1994	49.3	19.2	31.5
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	57.9	21.6	20.5
1994 <sup>d</sup>	60.5	19.1	20.4
	66.6	17.2	16.2
1991 <sup>e</sup>	70.7	16.0	13.3
<b>Army Reserve</b>			
1996	38.4	32.1	29.5
1994	42.4	24.7	32.9
1991	73.9	13.0	13.0
<b>Army National Guard</b>			
1996	63.7	17.9	18.4
1994	66.8	18.1	15.1
1991	70.1	17.5	12.3

Table 45 (cont.)

Navy Reserve				
1996	67.9	18.5	13.6	
1994	70.5	14.7	14.7	
1991	81.7	7.7	10.6	
Air Force Reserve				
1996	61.6	18.6	19.8	
1994	63.7	17.6	18.7	
1991	71.8	7.7	20.5	
Air National Guard				
1996	64.1	18.6	17.3	
1994	58.9	15.0	26.2	
1991	66.3	13.3	20.4	

Chi-Square Significance (Q18C)	Comparison within 1996 <sup>g</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	p < 0.01	n.s.
Army	p < 0.01	n.s.	p < 0.01	n.s.
Navy	n.s.	n.s.	n.s.	n.s.
Marine Corps	p < 0.01	n.s.	n.s.	n.s.
Air Force	n.s.	n.s.	n.s.	p < 0.01
Coast Guard	p < 0.01	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	p < 0.05	p < 0.01	N/A
Navy National Guard	p < 0.01	n.s.	p < 0.01	N/A
Navy Reserve	p < 0.01	n.s.	p < 0.01	N/A
Air Force Reserve	n.s.	n.s.	p < 0.01	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

- <sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.
- <sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.
- <sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.
- <sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.
- <sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.
- <sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

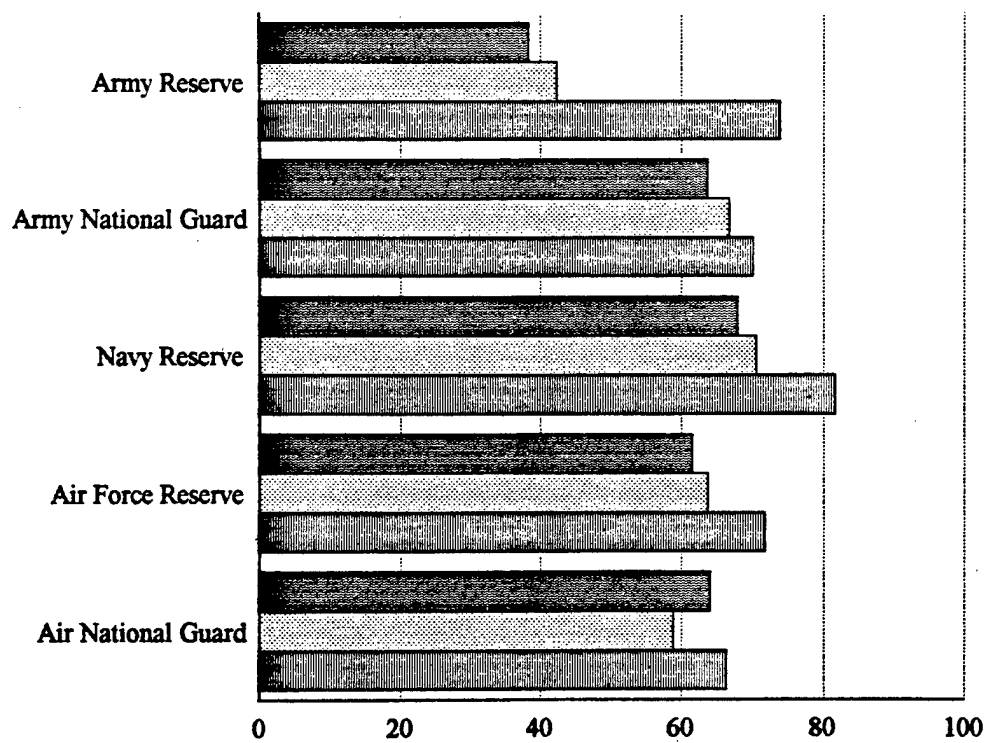
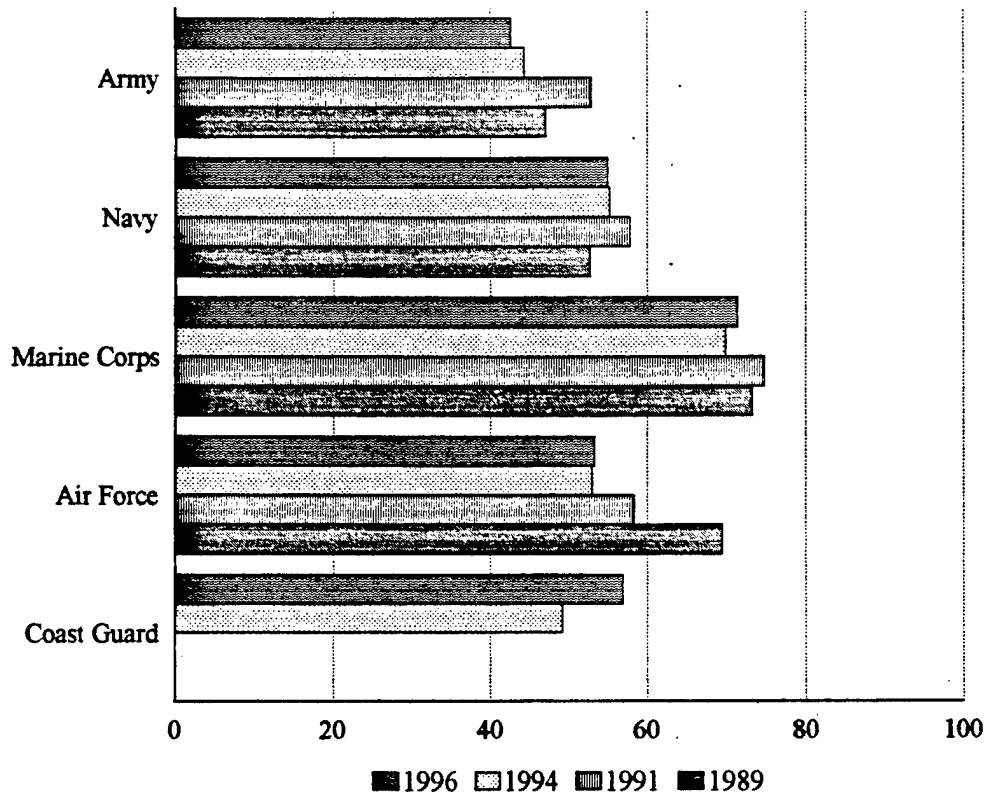


Figure 47  
*Percentage Agreeing That They Were Given Good Professional Training as Recruiter*

There has been a slight decline in the proportion of Active-Duty DoD Recruiters reporting good training since 1991, although there is no significant difference between 1989 and 1996 or between 1994 and 1996. The percentage of recruiters saying they received good training is as follows: 1989 (54.8%), 1991 (58.4%), 1994 (52.7%), and 1996 (52.6%).

### ***Reserve and Guard Components***

Similar to Active-Duty DoD Recruiters, a majority of Reserve and Guard Recruiters give a positive evaluation of their professional training (57.9%). Only 20.5 percent disagree. This assessment (generally by about two-thirds of recruiters) is consistent across the Service Components, with the exception of Army Reserve Recruiters. Only one-third of Army Reserve Recruiters (38.4%) agree that they received good training, moderately greater than the proportion (29.5%) of recruiters who disagree. Since 1994, there has been no significant change in the positive evaluation that Reserve and Guard Recruiters give of their training.

## **Training Helpful and Relevant**

### ***Active-Duty***

Table 46 and Figure 48 show that more than half (58.2%) of Active-Duty DoD Recruiters, overall, agree that their training was helpful and relevant; and only 16.5 percent disagree that this is the case. Marine Corps Recruiters register the strongest agreement (70.9% agree and 9.5% disagree) followed by Navy Recruiters, among whom 62.1 percent agree and 13.8 percent disagree. Army Recruiters report the lowest level of agreement (50.7% agree and 21.1% disagree). Among Coast Guard Recruiters, 66.0 percent agreed that their training was helpful and relevant and 17.0 percent disagreed.

### ***Reserve and Guard Components***

Overall, agreement among Reserve and Guard Recruiters that their training was helpful and relevant to their jobs was somewhat higher than it was among Active-Duty DoD Recruiters. Two-thirds (66.5%) of Reserve and Guard Recruiters agreed and only 13.5 percent disagreed. Those most in agreement were Navy Reserve Recruiters, among whom 73.9 percent voiced agreement and 8.3 percent registered disagreement. The lowest level of agreement, again, was found among Army Reserve Recruiters. Slightly more than one-half (52.2%) of Army Reserve Recruiters agreed and 20.4 percent disagreed.

## **Training Insufficient for Effective Recruiting**

### ***Active-Duty***

Among Active-Duty DoD Recruiters as a whole, Table 47 and Figure 49 indicate that opinion is evenly divided on whether the training they received was insufficient for what they needed to know to do effective recruiting: nearly one-third agree (29.9%) and slightly over two-fifths (41.5%) disagree. Among the separate DoD Services, Marine Corps Recruiters gave the most positive

Table 46

*Training Helpful and Relevant (Percentage)*

Q18D	Significance <sup>8</sup>	Agree	Neutral	Disagree
Total Active-Duty DoD	N/A	58.2	25.3	16.5
Army	p < 0.01	50.7	28.1	21.1
Navy	p < 0.05	62.1	24.2	13.8
Marine Corps	p < 0.01	70.9	19.6	9.5
Air Force	n.s.	56.3	27.4	16.3
Coast Guard <sup>a</sup>	p < 0.01	66.0	17.0	17.0
Total Reserve/National Guard <sup>b</sup>	N/A	66.5	20.0	13.5
Army Reserve	p < 0.01	52.2	27.4	20.4
Army National Guard	p < 0.01	71.2	17.6	11.2
Navy Reserve	p < 0.01	73.9	17.8	8.3
Air Force Reserve	p < 0.01	67.4	12.8	19.8
Air National Guard	n.s.	68.0	18.3	13.7

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>8</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

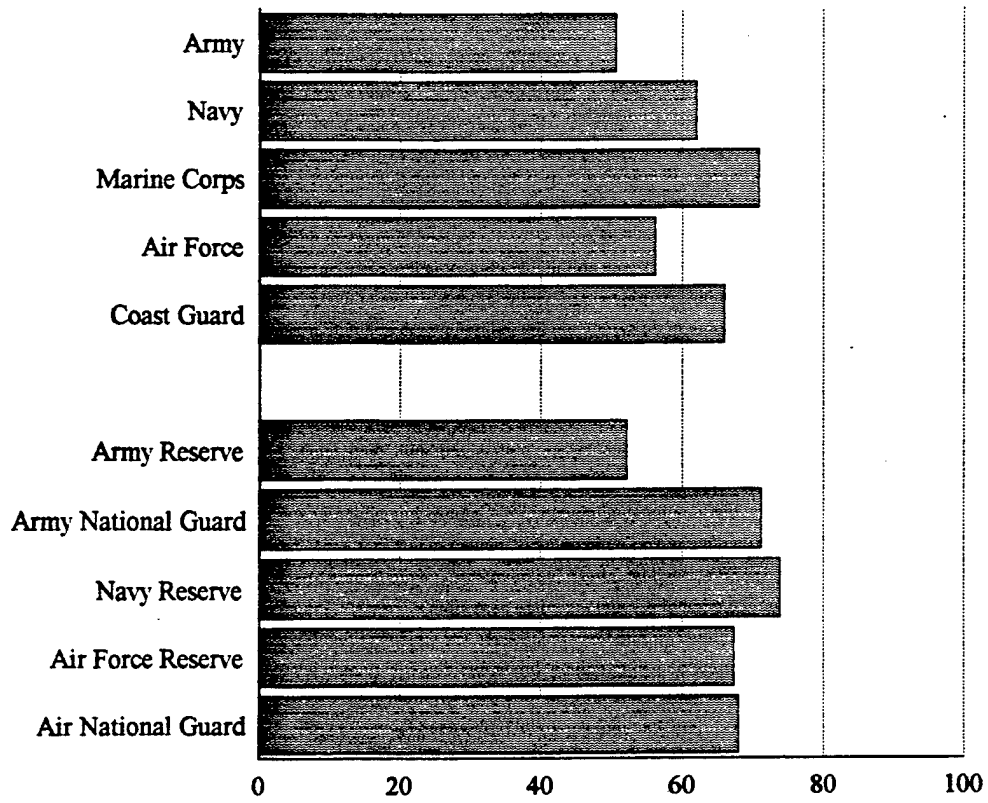


Figure 48  
*Percentage Agreeing That Training was Helpful and Relevant*

Table 47  
*Training Insufficient for Effective Recruiting (Percentage)*

Q18E	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active-Duty DoD	N/A	29.9	28.6	41.5
Army	p < 0.01	33.3	32.5	34.3
Navy	n.s.	28.3	27.0	44.7
Marine Corps	p < 0.01	22.9	25.2	52.0
Air Force	p < 0.01	34.5	20.3	45.2
Coast Guard <sup>a</sup>	p < 0.01	25.3	21.2	53.5
Total Reserve/National Guard <sup>b</sup>	N/A	27.8	24.6	47.6
Army Reserve	p < 0.01	36.5	31.6	31.9
Army National Guard	p < 0.05	26.4	23.1	50.5
Navy Reserve	p < 0.01	19.3	22.0	58.7
Air Force Reserve	p < 0.01	25.0	15.5	59.5
Air National Guard	p < 0.01	23.6	20.0	56.4

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

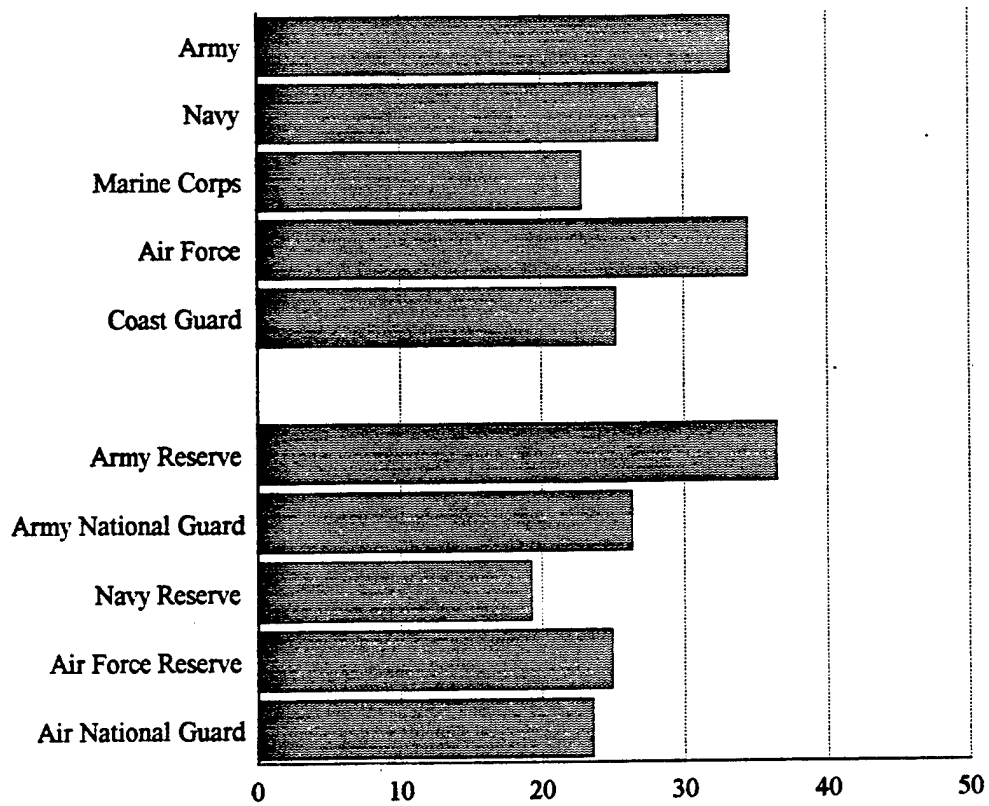


Figure 49  
*Percentage Agreeing That Training was Insufficient for Effective Recruiting*



evaluation of training. Approximately one-half (52.0%) disagreed that training was insufficient, whereas less than one-quarter (22.9%) agreed. Army Recruiters gave the most negative evaluation. Approximately one-third (34.3%) disagreed that training was insufficient and roughly the same proportion (33.3%) agreed. On the other hand, Coast Guard Recruiters are as positive as Marine Corps Recruiters: 53.5 percent disagree that training was insufficient compared to 25.3 percent who take the opposite view.

### *Reserve and Guard Components*

Overall, Reserve and Guard Recruiters registered a slightly more positive evaluation of their training than did Active-Duty DoD Recruiters. Almost half (47.6%) disagreed that the training they received was insufficient for what they needed to know to do effective recruiting, whereas only about one-quarter (27.8%) took the opposite view. For the most part, there is only moderate variation across the individual Components, with a majority giving a positive assessment of training. The exception is Army Reserve Recruiters. Only 31.9 percent disagreed that training was insufficient, whereas a slightly larger proportion (36.5%) agreed.

## **Sufficient Allocated Time in Training**

### *Active-Duty*

Table 48 and Figure 50 show that a plurality of Active-Duty DoD Recruiters (45.2%) say that their allocated time in training was sufficient, but one-quarter (25.8%) disagree. This lack of consensus is shown fairly consistently across the different Services, with the exception of the Marine Corps. Fully 57.1 percent of Marine Corps Recruiters report that their allocated time was sufficient and only 17.0 percent of these recruiters disagree. Coast Guard Recruiters respond similarly to Marine Corps Recruiters: 56.0 percent agree that their allocated time was sufficient, whereas only 21.0 percent disagree.

Compared to all previous years, in 1996 there was a slightly less favorable evaluation given to allocated time in training among Active-Duty DoD Recruiters. In 1989 the ratio of those agreeing that allocated time is sufficient (50.6%) to those disagreeing (24.9%) was about 2 to 1, which was slightly higher than the ratio found in 1996 (45.2% agreeing to 25.8% disagreeing). However, the biggest decrease in the proportion giving a favorable evaluation occurred between 1991 and 1996. In 1991, the ratio of favorable to unfavorable responses was highest: 55.1 percent agreeing to 22.8 percent disagreeing, a ratio exceeding 2 to 1.

### *Reserve and Guard Components*

Reserve and Guard Recruiters, overall, are more favorable in their assessment of training time than Active-Duty DoD Recruiters. A majority of Reserve and Guard Recruiters (52.7%) say that training time was sufficient compared to only 20.3 percent who disagree. Generally, this pattern of response can be seen across most of the Services. However, Army Reserve Recruiters are much more like Active-Duty DoD Recruiters in their evaluation of this issue. Among Army Reserve Recruiters, 41.4 percent agree that training time was sufficient and 24.9 percent disagree.

Table 48  
*Sufficient Allocated Time in Training (Percentage)*

Q18F	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	45.2	29.0	25.8
1994	48.4	28.8	22.8
1991	55.1	22.1	22.8
1989	50.6	24.5	24.9
<b>Army</b>			
1996	40.8	32.0	27.2
1994	43.1	31.9	25.1
1991	52.7	24.7	22.6
1989	46.7	27.4	25.9
<b>Navy</b>			
1996	43.8	26.8	29.4
1994	45.7	30.2	24.1
1991	47.7	21.7	30.6
1989	43.5	24.5	32.0
<b>Marine Corps</b>			
1996	57.1	26.0	17.0
1994	64.0	20.8	15.2
1991	69.6	17.6	12.7
1989	62.7	20.0	17.3
<b>Air Force</b>			
1996	44.3	26.9	28.9
1994	54.6	24.6	20.8
1991	66.9	18.6	14.5
1989	69.7	17.4	12.9
<b>Coast Guard<sup>a</sup></b>			
1996	56.0	23.0	21.0
1994	45.2	23.3	31.5
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	52.7	27.0	20.3
1994 <sup>d</sup>	56.9	21.0	22.1
	61.2	18.9	20.0
1991 <sup>e</sup>	63.6	16.4	20.0
<b>Army Reserve</b>			
1996	41.4	33.7	24.9
1994	44.3	27.2	28.5
1991	73.9	8.7	17.4
<b>Army National Guard</b>			
1996	57.2	23.8	19.0
1994	61.4	19.0	19.5
1991	63.6	17.1	19.3

Table 48 (cont.)

Navy Reserve				
1996	54.0	29.6	16.4	
1994	62.7	18.6	18.6	
1991	64.4	13.5	22.1	
Air Force Reserve				
1996	60.5	20.9	18.6	
1994	64.8	18.7	16.5	
1991	69.2	10.3	20.5	
Air National Guard				
1996	53.2	25.9	20.9	
1994	55.1	17.8	27.1	
1991	59.9	16.1	24.0	

Chi-Square Significance (Q18F)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.01	p < 0.01	p < 0.01
Army	p < 0.01	n.s.	p < 0.01	p < 0.05
Navy	p < 0.05	p < 0.05	n.s.	n.s.
Marine Corps	p < 0.01	n.s.	p < 0.01	n.s.
Air Force	n.s.	p < 0.01	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.01	N/A	N/A
Army Reserve	p < 0.01	n.s.	p < 0.01	N/A
Army National Guard	p < 0.01	p < 0.05	p < 0.01	N/A
Navy Reserve	n.s.	p < 0.01	p < 0.01	N/A
Air Force Reserve	p < 0.01	n.s.	p < 0.01	N/A
Air National Guard	n.s.	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

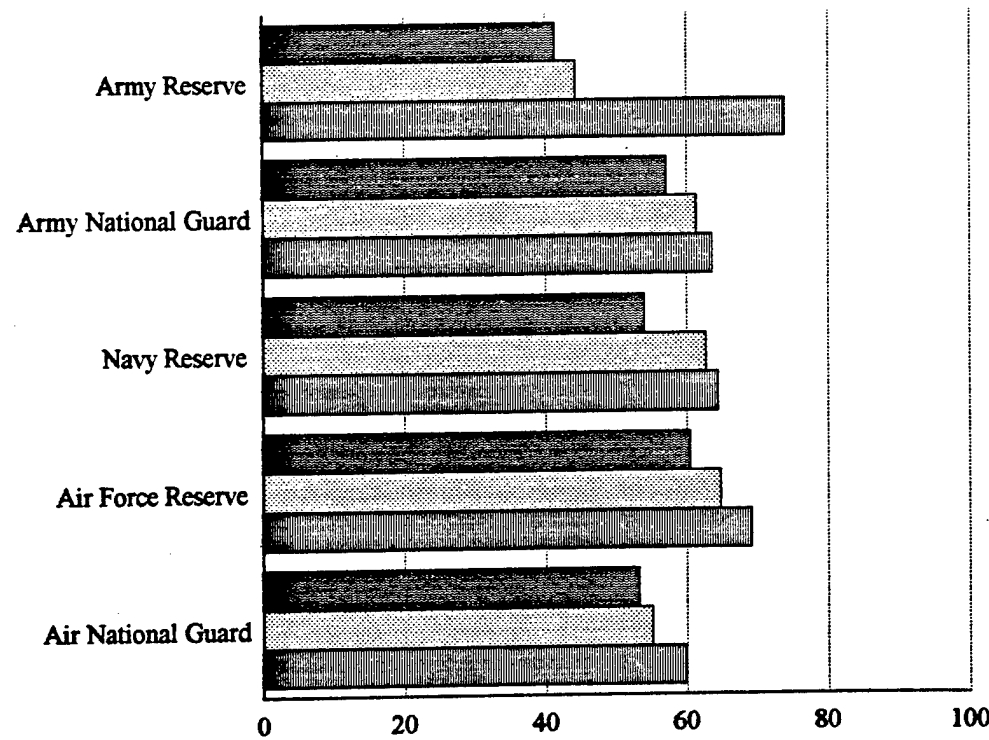
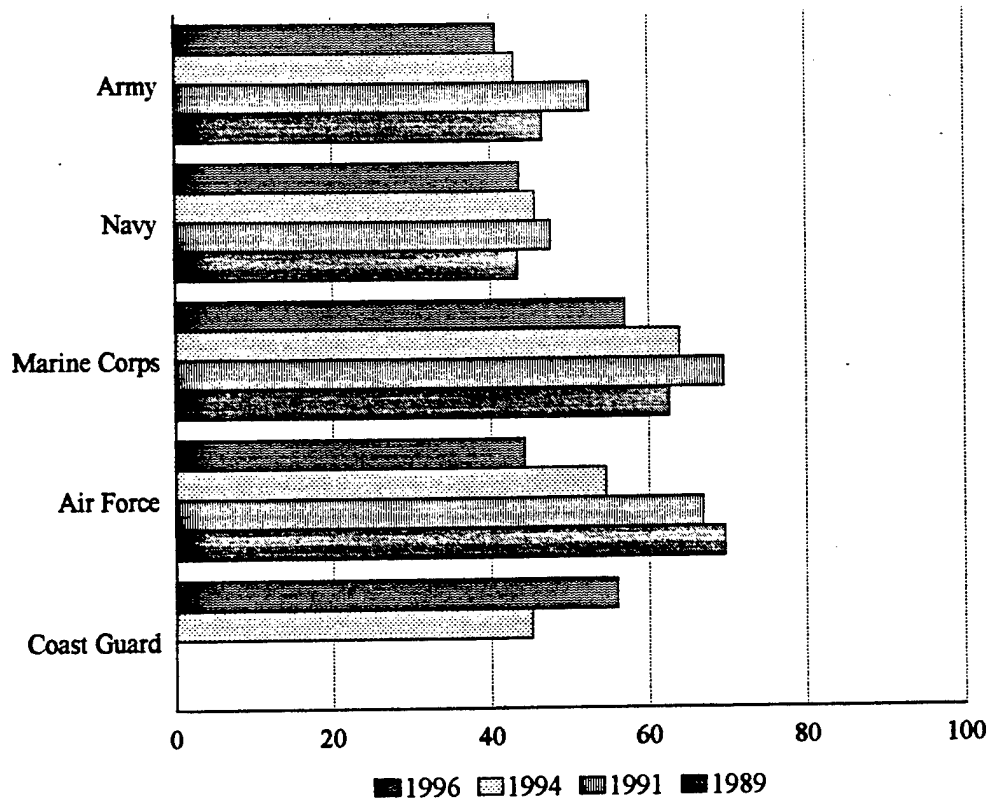


Figure 50  
*Percentage Agreeing That Sufficient Time Was Allocated in Training*

Compared to previous surveys, there has been little change in this largely positive evaluation of training time. Both in 1994 and 1996, the ratio of positive to negative responses was about 2.5 to 1.0. A slight change in the neutral responses appears to account for the statistically significant difference between 1994 and 1996. In all three Surveys, a majority of Reserve and Guard Recruiters said training time was sufficient: in 1991 (63.6%), in 1994 (56.9%), and in 1996 (52.7%). In looking at this trend, it must be kept in mind that the higher percentage in 1991 is partly a result of Army Reserve Recruiters not being included in the survey results for that year.

## **RECRUITING LEADERSHIP**

### **Keeping Recruiters Informed of Quality of Life Initiatives**

Included for the first time in the 1996 Recruiter Survey is a question asking recruiters their perception of how good a job recruiter leadership does in keeping them informed of military initiatives to improve quality of life in the areas of housing, medical pay, childcare, etc. The responses to this query are represented in Table 49 and Figure 51.

#### ***Active-Duty***

Overall, about one-fourth (27.3%) of Active-Duty DoD Recruiters agree that they are kept informed by their recruiting leadership regarding quality of life initiatives. Close to half (45.4%), however, disagree that this is the case. Army Recruiters are the least likely to think recruiting leadership is doing a good job in this respect (22.8% agree and 49.8% disagree). Marine Corps and Air Force Recruiters are more likely to think that their leaders are keeping them well-informed, but even here, only about one-third (32.2%) of those in the Marine Corps and just under two-fifths (38.9%) of those from the Air Force feel this way. The picture among Coast Guard Recruiters is not much different, although a slightly larger contingent (29.3%) express neutrality than is the case among other Active-Duty Recruiters.

#### ***Reserve and Guard Components***

Although their responses, overall, follow a pattern quite similar to that for Active-Duty Recruiters, Reserve and Guard Component Recruiters are somewhat less likely to feel that their recruiting leaders do a good job apprising them of initiatives to improve their quality of life. Half (50.7%) believe that they do not, and only 23.8 percent perceive that they do. The outlook is distinctively more positive among Air Force Reserve and Air National Guard Recruiters. Around one-third (34.9% and 31.7%, respectively) consider that recruiting leadership is doing a good job of communicating on quality of life initiatives; and about two-fifths (39.5% and 38.0%, respectively) disagreed with this interpretation.

### **Benefit From Spouse Orientation**

Recruiters also were asked in the 1996 Recruiter Survey whether their spouse would have benefited from an orientation program, "where the hardships of a recruiting assignment are explained

Table 49

*Keeping Recruiters Informed of Quality of Life Initiatives (Percentage)*

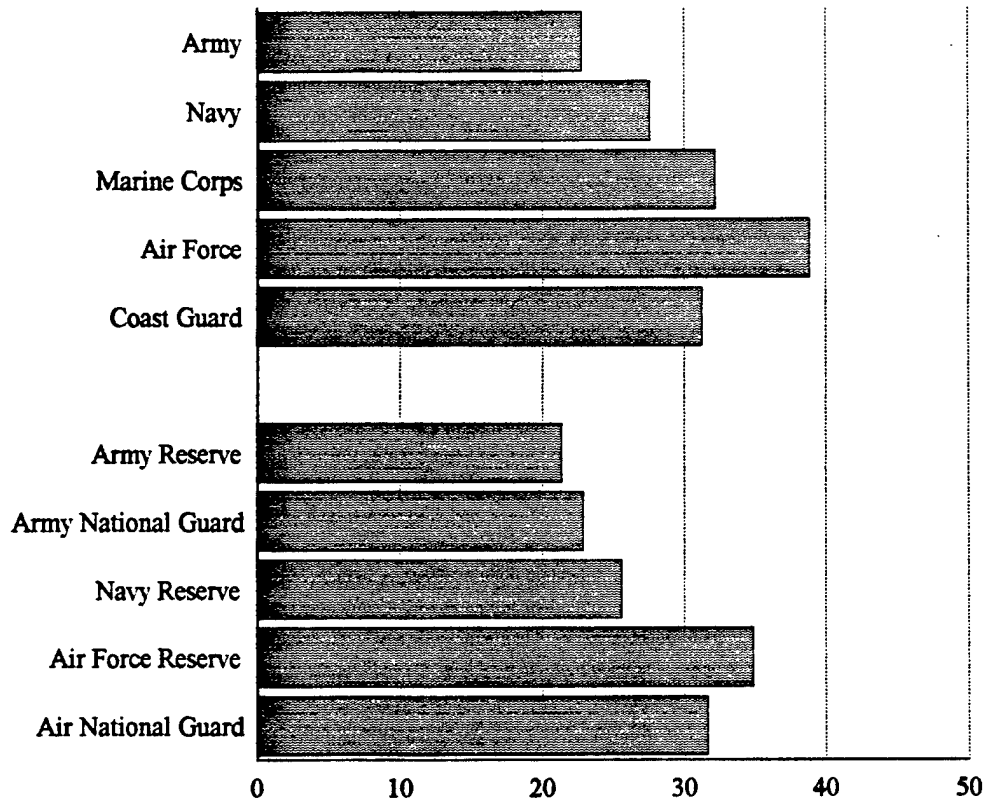
Q62I	Significance <sup>8</sup>	Agree	Neutral	Disagree
Total Active-Duty DoD	N/A	27.3	27.3	45.4
Army	p < 0.01	22.8	27.4	49.8
Navy	n.s.	27.6	27.4	45.0
Marine Corps	p < 0.01	32.2	27.5	40.3
Air Force	p < 0.01	38.9	26.6	34.6
Coast Guard <sup>a</sup>	p < 0.05	31.3	29.3	39.4
Total Reserve/National Guard <sup>b</sup>	N/A	23.8	25.5	50.7
Army Reserve	n.s.	21.4	24.6	54.0
Army National Guard	n.s.	22.9	25.2	51.9
Navy Reserve	n.s.	25.6	26.1	48.3
Air Force Reserve	p < 0.01	34.9	25.6	39.5
Air National Guard	p < 0.01	31.7	30.3	38.0

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>8</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 51**  
*Percentage Agreeing That Leadership Keeps Recruiters Informed of Quality of Life Initiatives*

and where the leadership hears concerns raised by my spouse.” Table 50 and Figure 52 reveal their responses.

### ***Active-Duty***

Among Active-Duty DoD Recruiters, as a whole, 85.4 percent responded affirmatively to the idea that their wives would have benefited from an orientation program. Recruiters representing the individual services replied heavily in the affirmative, with Marine Corps Recruiters at the high end (91.2%) and Army Recruiters at the low end (83.5%). Only 48.1 percent of Coast Guard Recruiters indicated that spousal orientation would have been beneficial, however.

### ***Reserve and Guard Components***

Altogether, recruiters from the Reserve and Guard Components were somewhat less likely than Active-Duty DoD Recruiters to think that spousal orientation would have been helpful. Again, Table 50 and Figure 52 show that 79.1 percent responded positively. This proportion varied somewhat, from a high of 80.2 percent among Army National Guard Recruiters to a low of 75.0 percent among Air National Guard Recruiters.

## **Contract Quotas Reflect Accession Requirements**

### ***Active-Duty***

Table 51 and Figure 53 show that Active-Duty DoD Recruiters are about as likely to agree (35.2%) as to disagree (33.1%) with the statement that contract quotas reflect actual accession requirements. The recruiters in individual DoD Services are also divided on this question, although a much higher proportion (45.3%) of Air Force Recruiters agree that quotas reflect accession requirements than disagree (19.5%). Coast Guard Recruiters are even more likely to say that quotas reflect accession requirements: 49.0 percent agree compared to only 14.0 percent who disagree.

For Active-Duty DoD Recruiters, the distribution of responses is almost identical in the past two surveys. About one-third agree that contract quotas reflect actual accession requirements (34.1% in 1994 and 35.2% in 1996) and one-third disagree (32.9% in 1994 and 33.1% in 1996).

### ***Reserve and Guard Components***

Overall, more Reserve and Guard Recruiters (40.6%) agree with the statement that contract quotas reflect actual accession requirements than disagree (30.2%). Air Force Reserve Recruiters are the most likely to agree (51.2% agreed compared to 25.6% who disagreed), followed by Air National Guard Recruiters (47.4% agreeing compared to 17.2% disagreeing). On the other hand, the proportions of Army National Guard Recruiters (44.0%) and Navy Reserve Recruiters (44.1%) who tend to disagree that contract quotas reflect accession requirements is higher than the proportions who agree (27.6% and 20.0%, respectively). From 1994 to 1996, there has been a slight increase in the percentage of Reserve and Guard Recruiters who agree the contract quotas reflect



Table 50  
*Benefit From Spouse Orientation (Percentage)*

Q64	Significance <sup>a</sup>	Yes	No
Total Active-Duty DoD	N/A	85.4	14.6
Army	p < 0.05	83.5	16.5
Navy	n.s.	83.6	16.4
Marine Corps	p < 0.01	91.2	8.8
Air Force	n.s.	86.3	13.7
Coast Guard <sup>a</sup>	p < 0.01	48.1	51.9
Total Reserve/National Guard <sup>b</sup>	N/A	79.1	20.9
Army Reserve	n.s.	78.5	21.5
Army National Guard	n.s.	80.2	19.7
Navy Reserve	n.s.	78.2	21.8
Air Force Reserve	p < 0.05	69.7	30.3
Air National Guard	p < 0.05	75.0	25.0

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

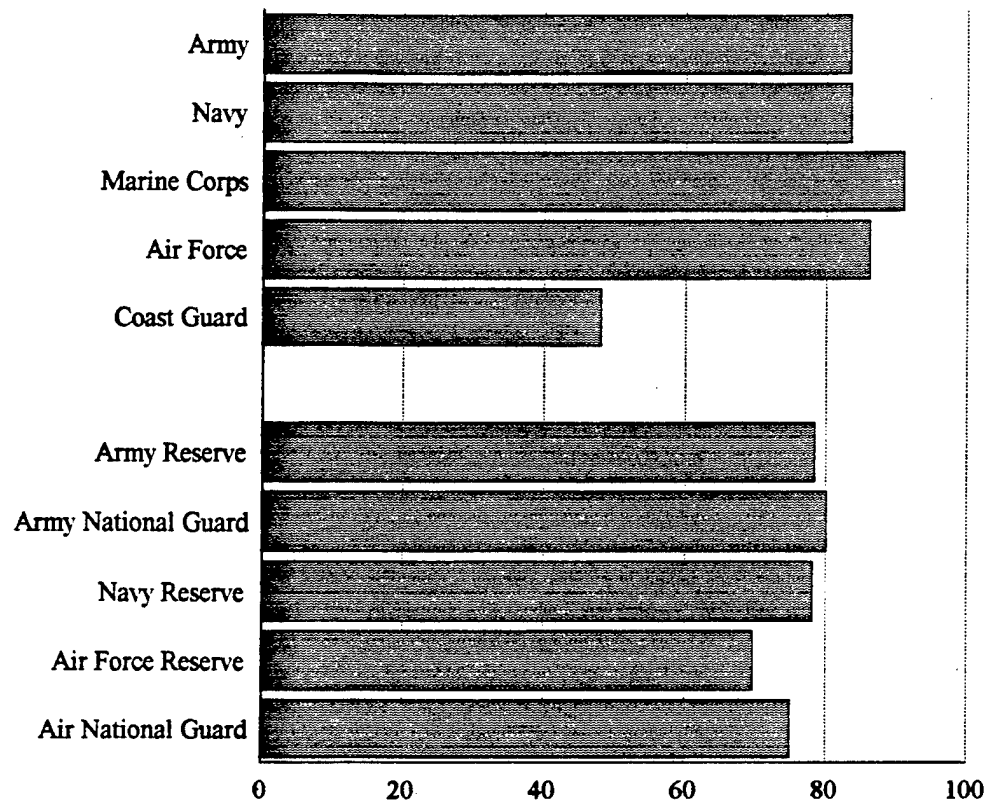


Figure 52  
*Percentage Agreeing That Spouses Benefited from Orientation*

Table 51

*Contract Quotas Reflect Accession Requirements (Percentage)*

Q62G	Agree	Same	Disagree
<b>Total Active-Duty DoD</b>			
1996	35.2	31.7	33.1
1994	34.1	33.0	32.9
<b>Army</b>			
1996	28.3	34.1	37.6
1994	23.2	35.8	41.0
<b>Navy</b>			
1996	40.3	33.8	25.9
1994	40.8	34.1	25.1
<b>Marine Corps</b>			
1996	40.0	22.5	37.5
1994	46.0	24.0	30.1
<b>Air Force</b>			
1996	45.3	35.2	19.5
1994	41.6	32.0	26.4
<b>Coast Guard<sup>a</sup></b>			
1996	49.0	37.0	14.0
1994	40.3	38.9	20.8
<b>Total Reserve/National Guard<sup>f</sup></b>			
1996 <sup>c</sup>	40.6	29.2	30.2
1994 <sup>d</sup>	36.8	31.6	31.6
<b>Army Reserve</b>			
1996	28.6	26.6	44.8
1994	25.9	31.2	42.9
<b>Army National Guard</b>			
1996	44.0	28.4	27.6
1994	39.0	33.4	27.6
<b>Navy Reserve</b>			
1996	44.1	35.9	20.0
1994	42.4	23.5	34.1
<b>Air Force Reserve</b>			
1996	51.2	23.3	25.6
1994	59.1	23.9	17.0
<b>Air National Guard</b>			
1996	47.4	35.3	17.2
1994	40.6	37.2	22.2

(cont.)

Table 51 (cont.)

Chi-Square Significance (Q62G)	Comparison within 1996 <sup>e</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	N/A	N/A
Army	p < 0.01	p < 0.01	N/A	N/A
Navy	p < 0.01	n.s.	N/A	N/A
Marine Corps	p < 0.01	p < 0.05	N/A	N/A
Air Force	p < 0.01	p < 0.01	N/A	N/A
Coast Guard	p < 0.01	p < 0.05	N/A	N/A
Total Reserve/National Guard	N/A	p < 0.05	N/A	N/A
Army Reserve	p < 0.01	n.s.	N/A	N/A
Army National Guard	p < 0.01	n.s.	N/A	N/A
Navy Reserve	p < 0.01	p < 0.01	N/A	N/A
Air Force Reserve	p < 0.01	p < 0.05	N/A	N/A
Air National Guard	p < 0.01	p < 0.01	N/A	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>f</sup> Army Reserve Recruiters are included in both 1996 and 1994 percentages for Total Reserve/National Guard.

<sup>g</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

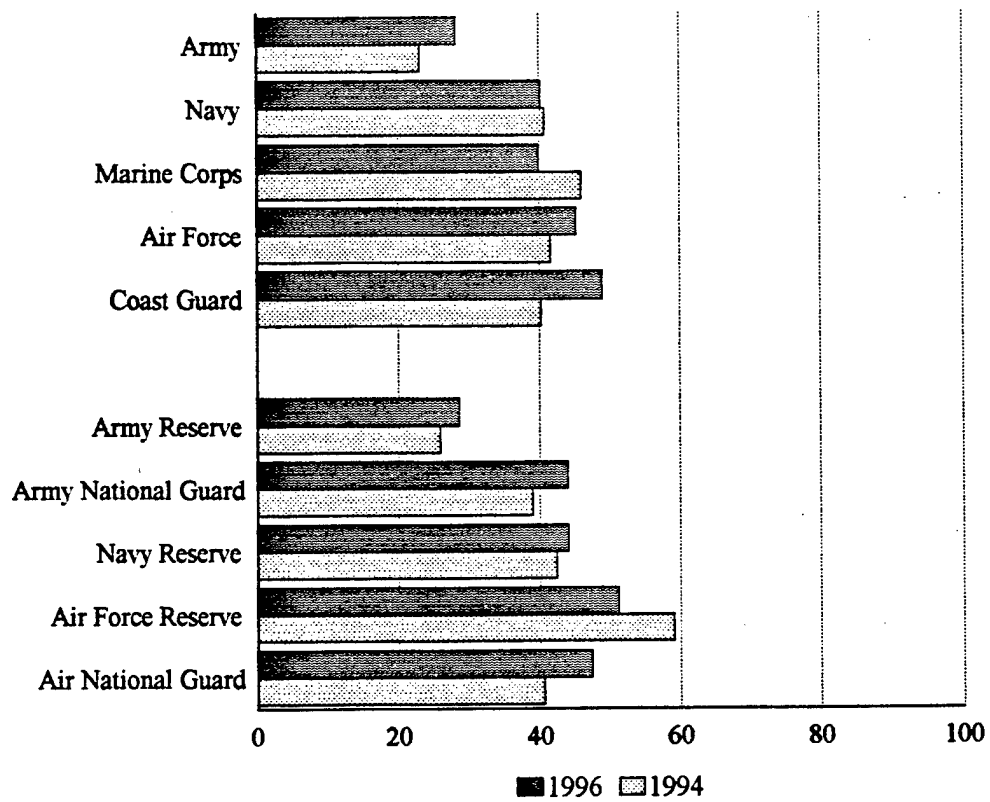


Figure 53  
*Percentage Agreeing That Contract Quotas Reflect Accession Requirements*

actual accession requirements (from 36.8% to 40.6%) and a slight decrease in the proportion disagreeing (from 31.6% to 30.2%).

## **SUPERVISORY SUPPORT**

The recruiter's perception of the degree to which his or her supervisor provides support can influence overall performance, as well as the recruiter's perception of the extent to which the supervisor is viewed as working together with the recruiter as a team. Questions in this area involved recruiter ratings of four statements: 1) the supervisor helps the recruiter if the recruiter has trouble making goal; 2) the recruiter receives good support from supervisors; 3) superiors and the recruiter work as a team; and 4) supervisors actively assist recruiters in getting schools to cooperate by visiting schools, writing letters, talking with teachers, counselors, school board members, etc.

### **Supervisor Will Help if Recruiter Has Trouble Making Goal**

#### *Active-Duty*

Table 52 and Figure 54 show that about two-fifths (40.6%) of Active-Duty DoD Recruiters agreed with the statement that their supervisor will help if they have trouble making goal, as compared with almost one-third (33.2%) who disagreed with the item. Over one-fourth (26.3%) of Active-Duty DoD Recruiters gave a neutral response to this item. Among those who agreed with the item, the proportions ranged from a high of 48.0 percent for Marine Corps Recruiters to a low of 36.4 percent for Army Recruiters. For those who disagreed, the figures ranged from a high of 35.3 percent for Army Recruiters to a low of 28.4 percent for Marine Corps Recruiters. Among Coast Guard Recruiters, 51.1 percent agreed with the statement, and about one-fourth (24.5%) disagreed with it. This response pattern is significantly different from that of all Active-Duty DoD Recruiters.

Changes in the distribution of responses for all Active-Duty DoD Recruiters were not significant between 1996 and 1994. The differences in responses are significant, however, between 1996 and 1991 and between 1996 and 1989. The proportion who agreed that their supervisor will help if they have trouble making goal was 49.9 percent in 1991 and 46.7 percent in 1989, compared to 40.6 percent in 1996. Changes in responses are significant for Army, Navy, Marine Corps, and Air Force Recruiters between 1996 and 1991, and for Army, Marine Corps, and Air Force Recruiters between 1996 and 1989.

#### *Reserve and Guard Components*

More than one-third (36.1%) of recruiters in the Reserve and National Guard Components agreed that their supervisors would help them if they have trouble making goal, as compared with 40.8 percent who disagreed with the statement. Among those who agreed, the figures ranged from a high of 41.6 percent in the Air National Guard to a low of 33.7 percent in the Army National Guard. For those who disagreed, these figures ranged from 43.5 percent in the Army National Guard to a low of 31.3 percent in the Air Force Reserve.

Changes in the distribution of responses for all Reserve and National Guard Recruiters were not significant between 1996 and 1994. However, changes in responses are significant for Air

Table 52

*Supervisors Help If Having Trouble Meeting Goal (Percentage)*

Q19J	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	40.6	26.3	33.2
1994	42.7	24.5	32.8
1991	49.9	26.7	23.4
1989	46.7	26.5	26.8
<b>Army</b>			
1996	36.4	28.4	35.3
1994	38.9	25.2	35.9
1991	44.8	29.1	26.1
1989	44.7	28.5	26.8
<b>Navy</b>			
1996	43.2	24.3	32.6
1994	46.3	22.4	31.3
1991	54.8	23.4	21.7
1989	43.0	27.0	30.0
<b>Marine Corps</b>			
1996	48.0	23.6	28.4
1994	48.9	26.3	24.8
1991	52.6	26.8	20.6
1989	56.2	22.0	21.8
<b>Air Force</b>			
1996	37.5	27.4	35.2
1994	38.8	25.1	36.0
1991	53.5	25.6	20.9
1989	52.5	22.0	25.5
<b>Coast Guard<sup>a</sup></b>			
1996	51.1	24.5	24.5
1994	47.8	27.5	24.6
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	36.1	23.1	40.8
1994 <sup>d</sup>	34.2	24.5	41.2
	34.0	25.4	40.6
1991 <sup>e</sup>	46.6	21.3	32.1
<b>Army Reserve</b>			
1996	37.0	21.6	41.4
1994	34.7	22.0	43.3
1991	26.1	39.1	34.8
<b>Army National Guard</b>			
1996	33.7	22.8	43.5
1994	32.7	25.1	42.2
1991	46.5	19.8	33.6

Table 52 (cont.)

Navy Reserve				
1996	41.0	27.0	31.9	
1994	38.5	26.7	34.8	
1991	50.5	25.2	24.3	
Air Force Reserve				
1996	38.6	30.1	31.3	
1994	47.1	29.4	23.5	
1991	52.6	24.4	23.1	
Air National Guard				
1996	41.6	20.3	38.2	
1994	30.9	23.2	45.9	
1991	41.0	29.8	29.1	

Chi-Square Significance (Q19J)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	p < 0.01	p < 0.01
Army	p < 0.01	n.s.	p < 0.01	p < 0.01
Navy	n.s.	n.s.	p < 0.01	n.s.
Marine Corps	p < 0.01	n.s.	p < 0.01	p < 0.05
Air Force	n.s.	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	n.s.	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	n.s.	n.s.	n.s.	N/A
Army National Guard	p < 0.05	n.s.	p < 0.01	N/A
Navy Reserve	p < 0.01	n.s.	n.s.	N/A
Air Force Reserve	p < 0.01	p < 0.05	p < 0.05	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

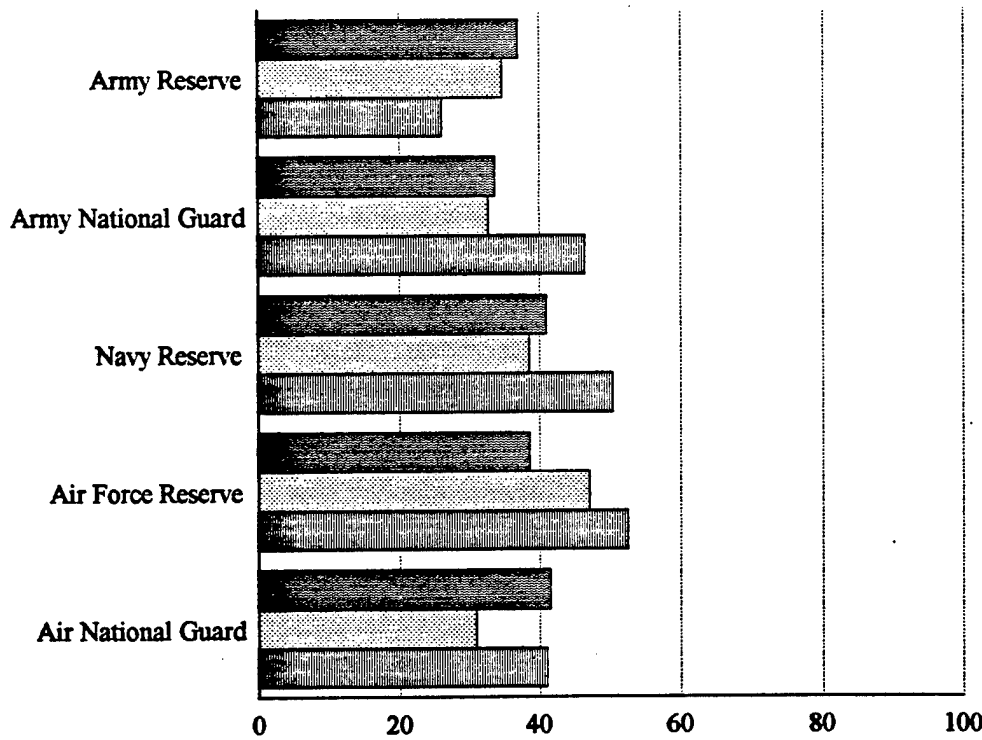
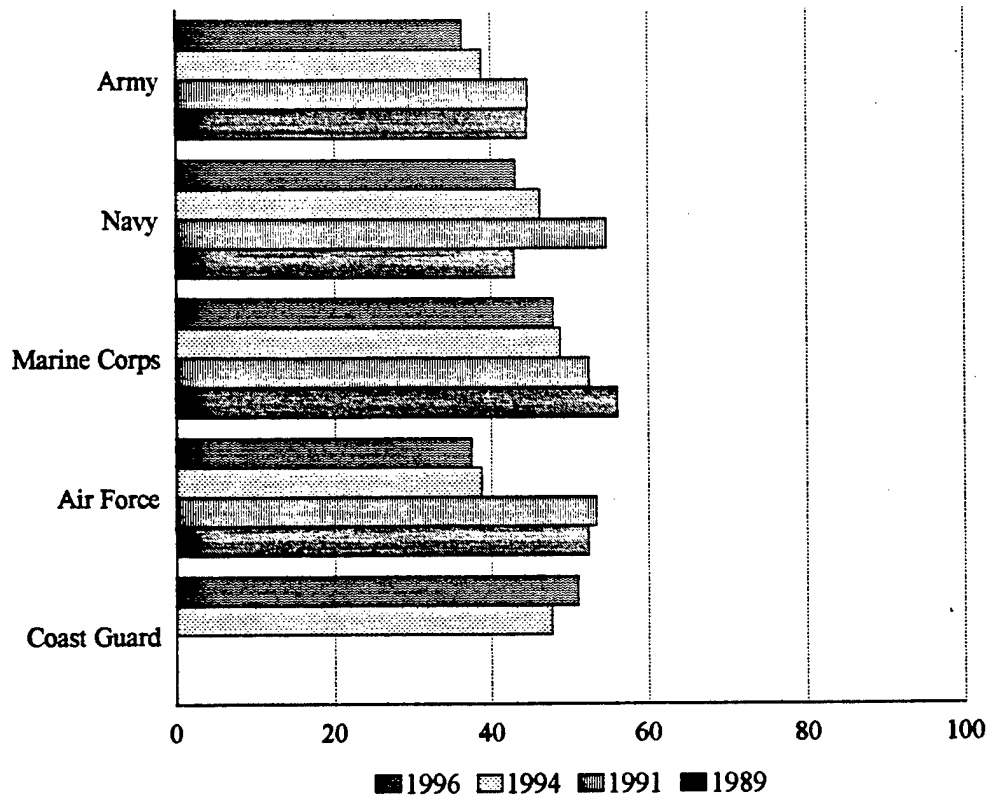
<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.





**Figure 54**  
*Percentage Stating Supervisors Help If Recruiter Is Having Trouble Meeting Goal*

National Guard Recruiters and Air Force Reserve Recruiters between 1996 and 1994 and between 1996 and 1991, as well as for Army National Guard Recruiters between 1996 and 1991.

### **Receive Good Support from Supervisors**

#### ***Active-Duty***

Table 53 and Figure 55 show that less than one-half (44.8%) of Active-Duty DoD Recruiters agreed that they receive good support from their supervisors. The figures range from a high of 52.4 percent for the Marine Corps to a low of 39.5 percent for the Army. Among Coast Guard Recruiters, 61.0 percent agreed with this statement. Over one-fourth (27.7%) of Active-Duty DoD Recruiters disagreed with this statement. Disagreement was highest for the Army (30.6%) and lowest for the Marine Corps (22.5%). This figure was even lower for the Coast Guard (15.0%). Among Army, Marine Corps, and Air Force Recruiters, the differences in responses from all other Active Duty DoD Recruiters in 1996 are significant.

Changes in the distribution of responses for all Active-Duty DoD Recruiters were not significant between 1996 and 1994, but they are significant between 1996 and 1991 (44.8% in agreement now versus 53.0% then) and between 1996 and 1989 (44.8% in 1996 versus 48.4% in 1989 agree with the statement). For the Army, the changes in responses are significant between 1996 and 1994. Differences in responses are also significant for Navy, Marine Corps, and Air Force Recruiters between 1996 and 1991, and for Marine Corps and Air Force Recruiters between 1996 and 1989. Changes in responses for the Coast Guard are also significant between 1996 and 1994. They too are less likely to agree today that they receive good support from supervisors (61.0% in 1996 versus 69.9% in 1994) and are more likely to be neutral or even negative on this issue than were Coast Guard Recruiters in 1994.

#### ***Reserve and Guard Components***

Among recruiters in the Reserve and National Guard Components, 47.5 percent agreed that they receive good support from their supervisor. Figures range from a high of 72.1 percent for the Air Force Reserve to a low of 38.0 percent for Army Reserve Recruiters. Disagreement with this statement was reported by 27.5 percent of recruiters in the Reserve and National Guard Components, overall. The figures ranged from a high of 32.2 percent for the Army Reserve to a low of 11.6 percent for the Air Force Reserve.

Changes in the distribution of responses for all Reserve and National Guard Components Recruiters on this item were not significant between 1996 and 1994. However, changes in responses are significant for Navy Reserve and Air National Guard Recruiters between 1996 and 1994, and for Army Reserve, Army National Guard, and Air National Guard Recruiters between 1996 and 1991.

Table 53

*Receive Good Support From Supervisor (Percentage)*

Q24C	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	44.8	27.6	27.7
1994	47.9	26.5	25.6
1991	53.0	25.7	21.3
1989	48.4	25.1	26.5
<b>Army</b>			
1996	39.5	29.8	30.6
1994	44.2	28.6	27.2
1991	43.2	29.9	26.9
1989	41.2	27.3	31.5
<b>Navy</b>			
1996	45.5	26.5	28.0
1994	46.4	23.7	29.9
1991	60.0	21.2	18.8
1989	47.8	25.1	27.1
<b>Marine Corps</b>			
1996	52.4	25.1	22.5
1994	56.5	26.7	16.8
1991	60.5	24.5	15.0
1989	60.5	22.6	16.9
<b>Air Force</b>			
1996	52.4	24.2	23.4
1994	54.2	25.5	20.3
1991	64.7	22.0	13.3
1989	66.2	18.3	15.5
<b>Coast Guard<sup>a</sup></b>			
1996	61.0	24.0	15.0
1994	69.9	19.2	11.0
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	47.5	25.0	27.5
1994 <sup>d</sup>	48.0	25.1	26.8
	50.8	23.7	25.5
1991 <sup>e</sup>	58.9	20.2	21.6
<b>Army Reserve</b>			
1996	38.0	29.8	32.2
1994	39.9	29.4	30.7
1991	65.2	21.7	13.0
<b>Army National Guard</b>			
1996	46.0	23.9	30.2
1994	49.3	25.2	25.5
1991	56.7	20.4	22.9

Table 53 (cont.)

Navy Reserve			
1996	54.8	26.7	18.6
1994	49.2	22.8	28.0
1991	61.9	25.7	12.4
Air Force Reserve			
1996	72.1	16.3	11.6
1994	71.4	16.5	12.1
1991	80.8	9.0	10.3
Air National Guard			
1996	70.9	16.8	12.3
1994	56.3	16.4	27.2
1991	65.4	18.2	16.4

Chi-Square Significance (Q24C)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	p < 0.01	p < 0.05
Army	p < 0.01	p < 0.05	n.s.	n.s.
Navy	n.s.	n.s.	p < 0.01	n.s.
Marine Corps	p < 0.01	n.s.	p < 0.01	p < 0.05
Air Force	p < 0.01	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.05	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	n.s.	p < 0.01	N/A
Army National Guard	p < 0.05	n.s.	p < 0.01	N/A
Navy Reserve	p < 0.01	p < 0.01	n.s.	N/A
Air Force Reserve	p < 0.01	n.s.	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

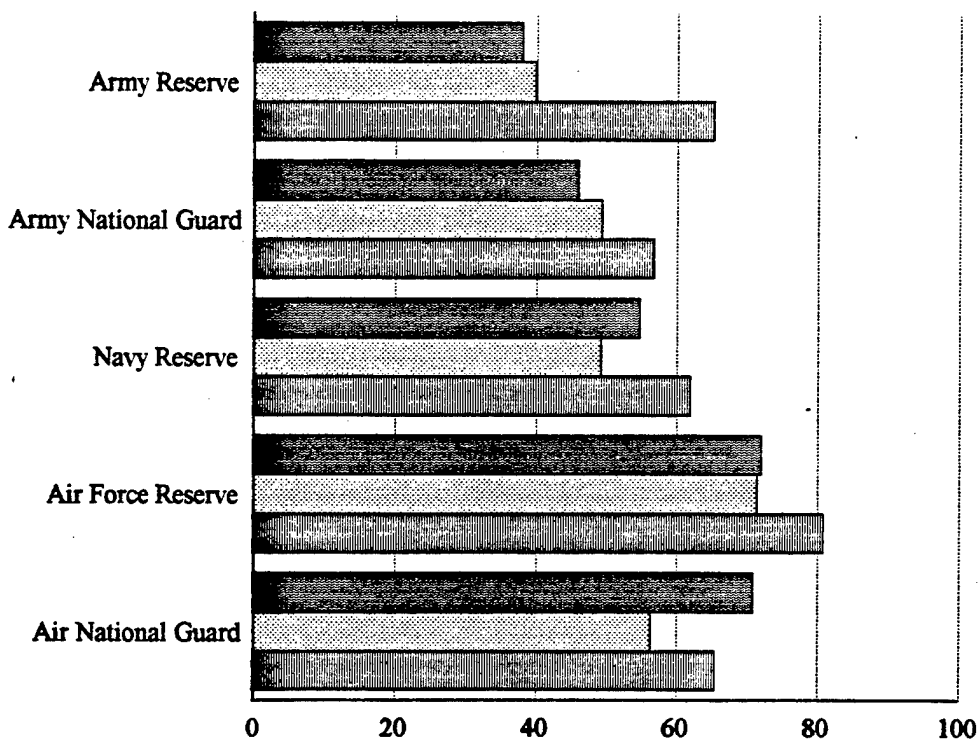
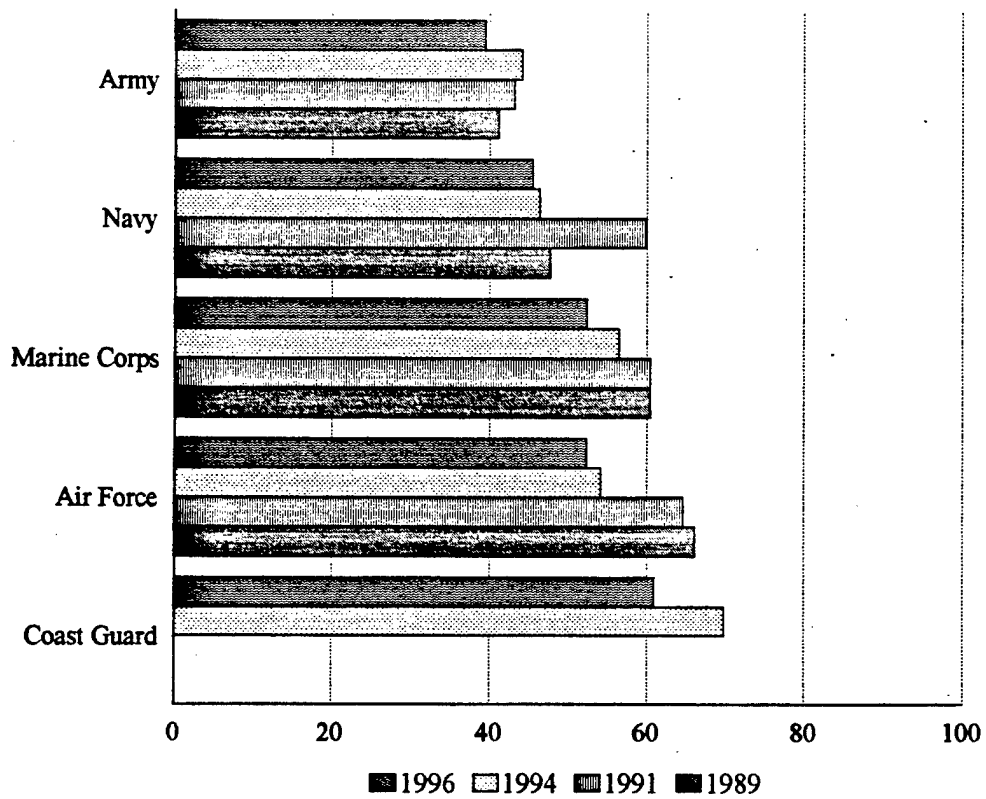


Figure 55  
*Percentage Reporting That Received Good Support From Supervisor*

## Supervisor and I Work as a Team

### *Active Duty*

Table 54 and Figure 56 reveal that about two-fifths (41.4%) of Active-Duty Recruiters agreed with the statement that their supervisors work with them as a team. The proportions ranged from 47.9 percent for the Marine Corps to 37.4 percent for the Army. In the Coast Guard, 60.0 percent of recruiters agreed with the statement. The proportion of those, in the aggregate, who disagreed is 30.9 percent. Figures ranged from a high of 33.0 percent for Army and Air Force Recruiters to a low of 25.7 percent for Marine Corps Recruiters. The figure was 14.0 percent for Coast Guard Recruiters. For Army and Marine Corps Recruiters, the differences in responses from all other Active-Duty DoD Recruiters in 1996 are significant.

Changes in the distribution of responses for all Active-Duty DoD Recruiters were not significant between 1996 and 1994. The differences in responses are significant, however, between 1996 and 1991 (41.4% compared to 50.9% in agreement). For the Navy, Marine Corps, and Air Force, the changes in responses are significant between 1996 and 1991. Differences in responses are also significant for Marine Corps and Air Force Recruiters between 1996 and 1989. Changes in responses for the Coast Guard are significant between 1996 and 1994. Coast Guard Recruiters are less likely to think that they and their supervisors work as a team than was the case in 1991 (60.0% today versus 69.9% in 1991).

### *Reserve and Guard Components*

Table 54 and Figure 56 show that 43.9 percent of National Guard and Reserve Component Recruiters agreed that their supervisors and they work as a team. Air National Guard and Air Force Reserve Recruiters were the most likely (64.1% and 64.0%, respectively) to agree with this statement. Those in the Army Reserve were the least likely to agree (39.0%). The proportion of Reserve and National Guard Component Recruiters who disagreed with the statement was 29.9 percent. Negative responses were highest in the Army National Guard and Army Reserve (33.0% and 32.8%, respectively) and lowest in the Air Force Reserve (10.5%).

Changes in the distribution of responses for all Reserve and National Guard Component Recruiters were not significant between 1996 and 1994. Responses, however, are significantly different for Air National Guard Recruiters between 1996 and 1994 and between 1996 and 1991. Agreement is at least marginally higher now than in the past. For the Army National Guard and Air Force Reserve, on the other hand, level of agreement has declined substantially since 1991, when it was 53.7 percent and 78.2 percent, respectively, compared to 40.9 percent and 64.0 percent, respectively, in 1996.

Table 54

*Work as a Team (Percentage)*

Q24D	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	41.4	27.7	30.9
1994	42.8	28.1	29.1
1991	50.9	25.4	23.8
1989	44.7	26.0	29.3
<b>Army</b>			
1996	37.4	29.6	33.0
1994	39.5	30.6	29.8
1991	42.9	28.5	28.5
1989	38.1	27.7	34.3
<b>Navy</b>			
1996	43.3	26.1	30.6
1994	42.6	26.4	31.0
1991	56.4	22.7	20.8
1989	46.1	25.9	28.1
<b>Marine Corps</b>			
1996	47.9	26.4	25.7
1994	51.5	25.9	22.6
1991	57.3	25.4	17.3
1989	54.7	25.2	20.1
<b>Air Force</b>			
1996	41.0	25.9	33.0
1994	43.6	26.3	30.1
1991	60.1	18.5	21.4
1989	57.4	19.7	22.9
<b>Coast Guard<sup>a</sup></b>			
1996	60.0	26.0	14.0
1994	69.9	19.2	11.0
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	43.9	26.3	29.9
1994 <sup>d</sup>	43.2	28.5	28.3
	44.4	28.1	27.5
1991 <sup>e</sup>	56.1	21.6	22.3
<b>Army Reserve</b>			
1996	39.0	28.2	32.8
1994	39.5	29.7	30.7
1991	60.9	13.0	26.1
<b>Army National Guard</b>			
1996	40.9	26.1	33.0
1994	42.5	29.1	28.4
1991	53.7	22.4	23.9

Table 54 (cont.)

Navy Reserve				
1996	50.6	25.3	24.1	
1994	44.2	28.0	27.8	
1991	60.0	21.9	18.1	
Air Force Reserve				
1996	64.0	25.6	10.5	
1994	65.9	22.0	12.1	
1991	78.2	10.3	11.5	
Air National Guard				
1996	64.1	22.7	13.2	
1994	50.7	23.0	26.3	
1991	63.9	19.3	16.8	

Chi-Square Significance (Q24D)	Comparison within 1996 <sup>a</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	n.s.	p < 0.01	n.s.
Army	p < 0.01	n.s.	n.s.	n.s.
Navy	n.s.	n.s.	p < 0.01	n.s.
Marine Corps	p < 0.01	n.s.	p < 0.01	p < 0.05
Air Force	n.s.	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.05	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.05	n.s.	p < 0.05	N/A
Army National Guard	p < 0.01	n.s.	p < 0.01	N/A
Navy Reserve	p < 0.01	n.s.	n.s.	N/A
Air Force Reserve	p < 0.01	n.s.	p < 0.01	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

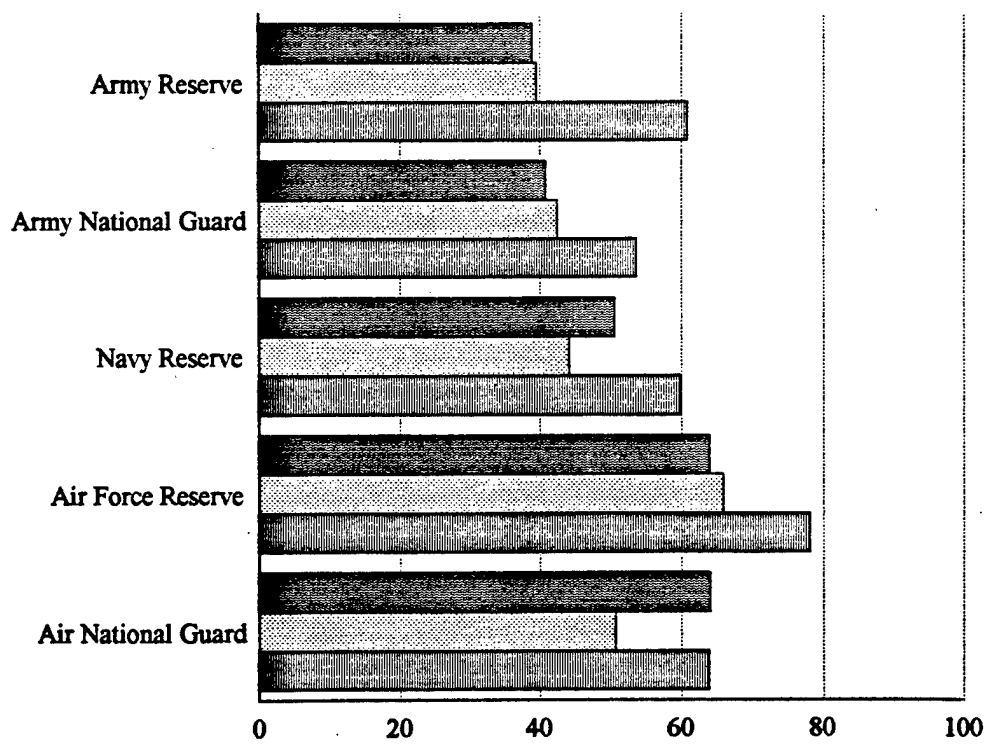
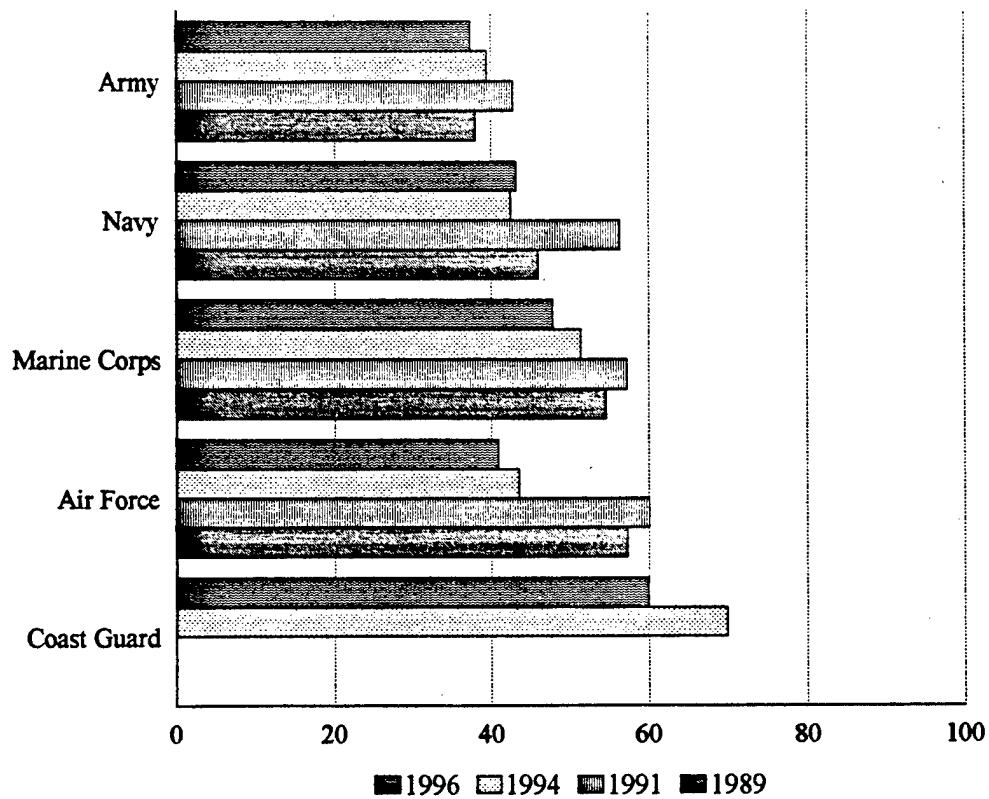
<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.





**Figure 56**  
*Percentage Perceiving That Supervisors and Recruiters Work As A Team*

## **Supervisors Understand and Help Recruiters with Problems**

### ***Active Duty***

Table 55 and Figure 57 reveal that 36.0 percent of Active-Duty DoD Recruiters agreed with the statement that supervisors understand and help recruiters with problems. The range extended from a high of 43.4 percent for the Marine Corps to a low of 32.4 percent for the Navy. The figure was 64.0 percent for the Coast Guard. The proportion of Active-Duty DoD Recruiters who disagreed with the statement was 36.1 percent. These negative responses ranged from a high of 39.5 percent in the Navy to a low of 28.7 percent in the Marine Corps. In the Coast Guard, 20.0 percent of the recruiters disagreed with the statement.

The perception of the helpfulness of supervisors has declined since 1991. Then, it was 48.6 percent among all Active-Duty DoD Recruiters. In 1994, the proportion with a positive response was 39.8 percent, compared with 36.0 percent in 1996. In 1989, it was at roughly the same level (39.7%) as in 1994. Among Coast Guard Recruiters, the proportion disagreeing that supervisors understand and help with problems has nearly doubled in two years (20.0% now versus 11.0% in 1994).

### ***Reserve and Guard Components***

Among Reserve and National Guard Components, 38.4 percent of recruiters agreed that supervisors understand and assist them with problems. The individual Component figures ranged from a high of 62.4 percent for the Air Force Reserve to a low of 28.1 percent for the Army Reserve.

The proportion of all recruiters who disagreed with the statement was 37.2 percent. The portion disagreeing ranged from a high of 45.7 percent in the Army Reserve to a low of 18.8 percent in the Air Force Reserve.

Changes in the distribution of responses for Reserve and National Guard Component Recruiters, overall, were not significant between 1996 and 1994. Changes in responses are significant for Navy Reserve and Air National Guard Recruiters, however. The percentages agreeing have risen substantially (35.2% to 44.3% and 42.0% to 54.8%, respectively).

## **Supervisors Assist with Schools**

### ***Active-Duty***

As shown by Table 56 and Figure 58, about two-thirds (68.9%) of Active-Duty DoD Recruiters reported that supervisors frequently or sometimes assist with gaining school cooperation.

Those who reported this degree of assistance ranged from a high of 76.1 percent in the Marine Corps to a low of 60.0 percent in the Navy. Only 17.1 percent of the Active-Duty DoD Recruiters reported that supervisors frequently assist with schools. About three-fifths (60.2%) of Coast Guard Recruiters indicated that supervisors frequently or sometimes assist with schools.

Table 55

*Supervisors Understand and Help Recruiters With Problems (Percentage)*

Q25A	Agree	Neutral	Disagree
<b>Total Active-Duty DoD</b>			
1996	36.0	27.8	36.1
1994	39.8	27.6	32.6
1991	48.6	25.2	26.2
1989	39.7	26.2	34.1
<b>Army</b>			
1996	34.0	27.8	38.1
1994	37.2	27.2	35.5
1991	42.0	26.2	31.9
1989	34.0	26.4	39.6
<b>Navy</b>			
1996	32.4	28.1	39.5
1994	37.3	27.8	34.8
1991	53.9	22.6	23.5
1989	37.7	29.2	33.1
<b>Marine Corps</b>			
1996	43.4	27.9	28.7
1994	47.9	29.1	23.0
1991	52.4	29.6	17.9
1989	48.7	27.0	24.3
<b>Air Force</b>			
1996	39.9	26.8	33.3
1994	45.0	26.3	28.7
1991	57.0	21.5	21.5
1989	58.9	16.6	24.5
<b>Coast Guard<sup>a</sup></b>			
1996	64.0	16.0	20.0
1994	68.5	20.5	11.0
<b>Total Reserve/National Guard<sup>b</sup></b>			
1996 <sup>c</sup>	38.4	24.4	37.2
1994 <sup>d</sup>	38.0	25.4	36.6
	40.9	24.2	34.8
1991 <sup>e</sup>	49.1	24.7	26.2
<b>Army Reserve</b>			
1996	28.1	26.2	45.7
1994	29.5	28.9	41.6
1991	52.2	17.4	30.4
<b>Army National Guard</b>			
1996	38.5	22.8	38.7
1994	40.5	23.4	36.1
1991	47.4	25.1	27.5

Table 55 (cont.)

Navy Reserve				
1996	44.3	29.1	26.6	
1994	35.2	27.8	36.9	
1991	41.0	32.4	26.7	
Air Force Reserve				
1996	62.4	18.8	18.8	
1994	70.0	15.6	14.4	
1991	72.7	11.7	15.6	
Air National Guard				
1996	54.8	24.0	21.3	
1994	42.0	27.8	30.2	
1991	60.6	20.8	18.6	

Chi-Square Significance (Q25A)	Comparison within 1996 <sup>b</sup>	Comparison Across Years: 1996 versus		
		1994	1991	1989
Total Active-Duty DoD	N/A	p < 0.05	p < 0.01	p < 0.05
Army	n.s.	n.s.	p < 0.05	n.s.
Navy	p < 0.05	n.s.	p < 0.01	p < 0.05
Marine Corps	p < 0.01	n.s.	p < 0.01	n.s.
Air Force	n.s.	n.s.	p < 0.01	p < 0.01
Coast Guard	p < 0.01	p < 0.01	N/A	N/A
Total Reserve/National Guard	N/A	n.s.	N/A	N/A
Army Reserve	p < 0.01	n.s.	p < 0.05	N/A
Army National Guard	n.s.	n.s.	p < 0.01	N/A
Navy Reserve	p < 0.01	p < 0.01	n.s.	N/A
Air Force Reserve	p < 0.01	n.s.	n.s.	N/A
Air National Guard	p < 0.01	p < 0.01	p < 0.01	N/A

n.s. - not significant at the 0.05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Army Reserve Recruiters are included in 1996 percentages for Total Reserve/National Guard. See Note e for more information.

<sup>d</sup> Two sets of percentages in 1994 are given. The first set of percentages includes Army Reserve Recruiters for Total Reserve/National Guard, while the second set of percentages excludes Army Reserve Recruiters. See Note e for more information.

<sup>e</sup> Army Reserve Recruiters are excluded in 1991 percentages for Total Reserve/National Guard because there was an inadequate number from component.

<sup>f</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

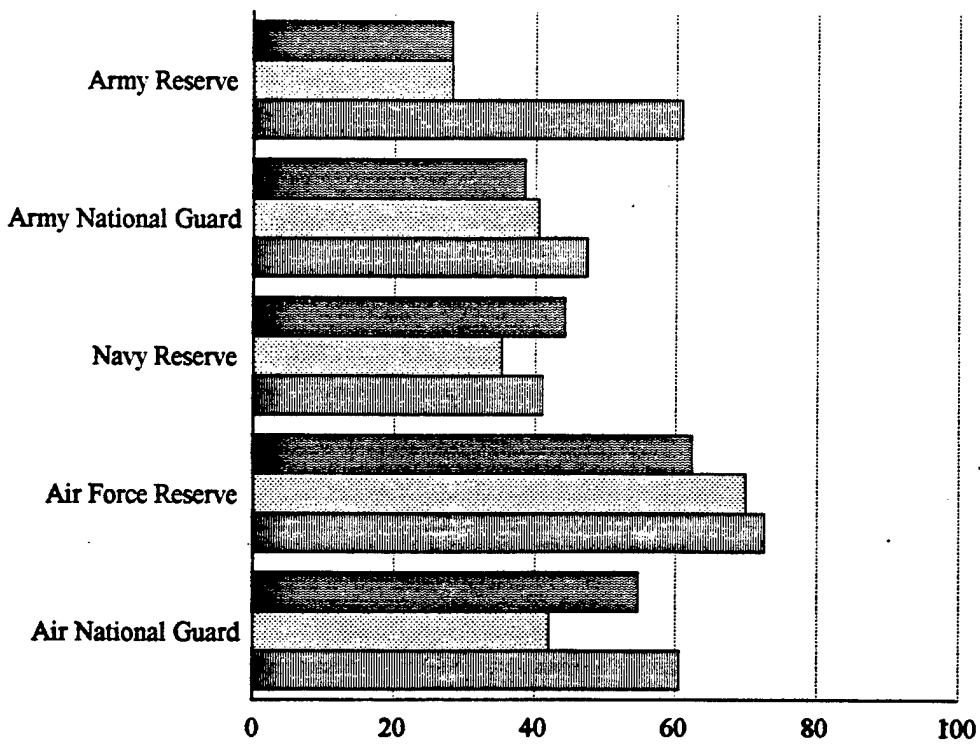
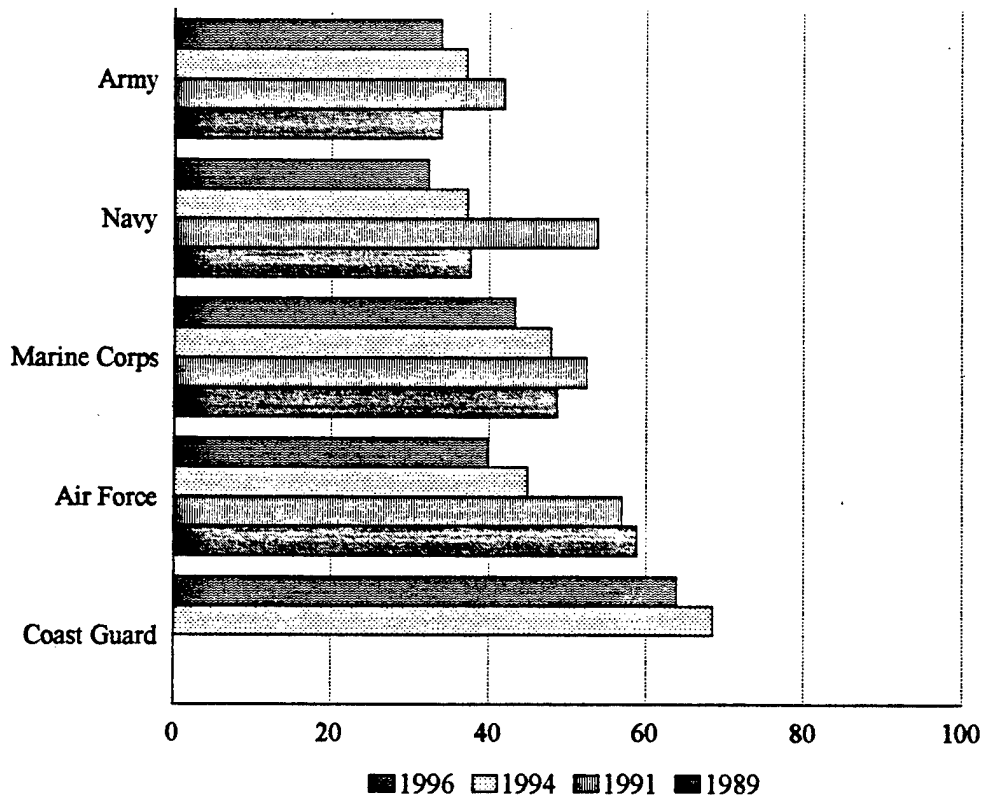


Figure 57  
*Percentage Saying Supervisor Understands and Helps Recruiters With Problems*

Table 56

*Supervisor Actively Assists Recruiters In Getting School Cooperation (Percentage)*

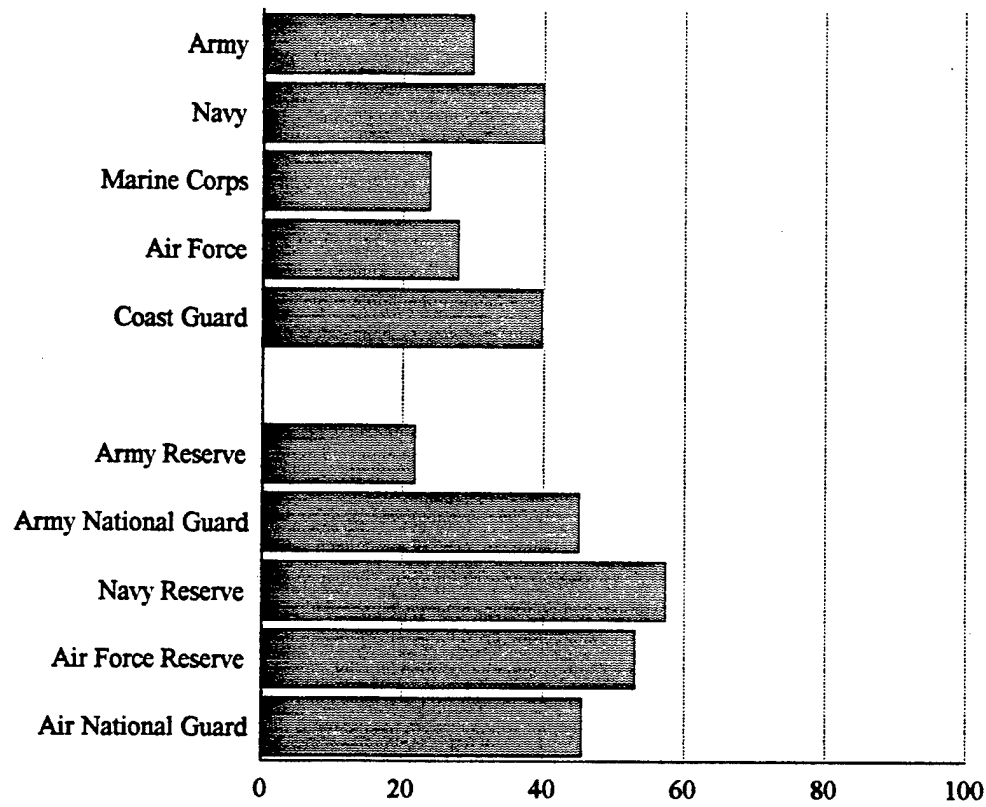
Q61	Significance <sup>a</sup>	Yes, Frequently	Sometimes	No, Never
Total Active-Duty DoD	N/A	17.1	51.8	31.1
Army	n.s.	17.7	52.3	30.0
Navy	p < 0.01	14.0	46.0	39.9
Marine Corps	p < 0.01	19.6	56.5	23.9
Air Force	n.s.	17.2	54.9	27.9
Coast Guard <sup>a</sup>	p < 0.01	19.2	41.0	39.8
Total Reserve/National Guard <sup>b</sup>	N/A	14.0	46.9	39.1
Army Reserve	p < 0.01	15.5	62.6	21.8
Army National Guard	p < 0.01	14.4	40.6	45.1
Navy Reserve	p < 0.01	8.5	34.0	57.4
Air Force Reserve	p < 0.01	9.4	37.5	53.1
Air National Guard	p < 0.01	8.7	45.6	45.6

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 58**  
*Percentage Saying Supervisor Never Actively Assists Recruiters in Getting School Cooperation*

Nearly one-third (31.1%) of Active-Duty DoD Recruiters reported that supervisors never assist with schools. Figures ranged from a high of 39.9 percent in the Navy to a low of 23.9 percent in the Marine Corps. Almost two-fifths (39.8%) of Coast Guard Recruiters reported no assistance.

### *Reserve and Guard Components*

For recruiters in the National Guard and Reserve Components, 60.9 percent reported that supervisors sometimes or frequently assist with schools. Results range from a high of 78.1 percent for the Army Reserve to a low of 42.5 percent for the Navy Reserve. Almost two-fifths (39.1%) of Reserve and Guard Component Recruiters, in the aggregate, reported that supervisors never assist with schools. This negative appraisal exists among 57.4 percent of recruiters in the Navy Reserve and among 21.8 percent in the Army Reserve.

## **IMPACT OF INCREASE IN SPECIAL DUTY ASSIGNMENT PAY**

### **Adequacy**

Special Duty Assignment Pay (SDAP) was increased for recruiters at the beginning of 1996. Consequently, two questions regarding its impact were included in the 1996 Recruiter Survey. The first asked recruiters to indicate their level of agreement with the statement, "The recent increase in Special Duty Assignment Pay provides adequate compensation for recruiting duty." The response is displayed in Table 57 and Figure 59.

### *Active-Duty*

Overall, 31.7 percent of Active-Duty DoD Recruiters agreed that the SDAP increase is adequate; and 45.4 percent disagreed with its adequacy. Appraisal of the adequacy of the SDAP varies across the Services. It is lowest among Army Recruiters, with 29.5 percent agreeing, and 47.8 percent disagreeing. Agreement is greatest among Navy Recruiters (35.9%); but still over two-fifths (42.7%) disagreed. Coast Guard Recruiters overwhelmingly registered a negative assessment of the SDAP increase. Over three-fourths (76.6%) disagreed with its adequacy. Only 8.5 percent indicated any level of agreement.

### *Reserve and Guard Components*

In the aggregate, nearly half (45.1%) of Reserve and National Guard Components indicated agreement and 33.7 percent expressed disagreement. Variation in perception across the Components is large. Only 27.4 percent of Army Reserve Recruiters rate the SDAP increase adequate, while 51.9 percent disagree. It is clear that this highly negative assessment of Army Reserve Recruiters is skewing the aggregate figure. At least half or more of all the other Services indicated that the SDAP increase makes for adequate compensation. Among Air National Guard Recruiters, agreement reaches 60.6 percent.



Table 57

*Recent Increase in Special Duty Assignment Pay (SDAP) Provides Adequate Compensation for Recruiting Duty (Percentage)*

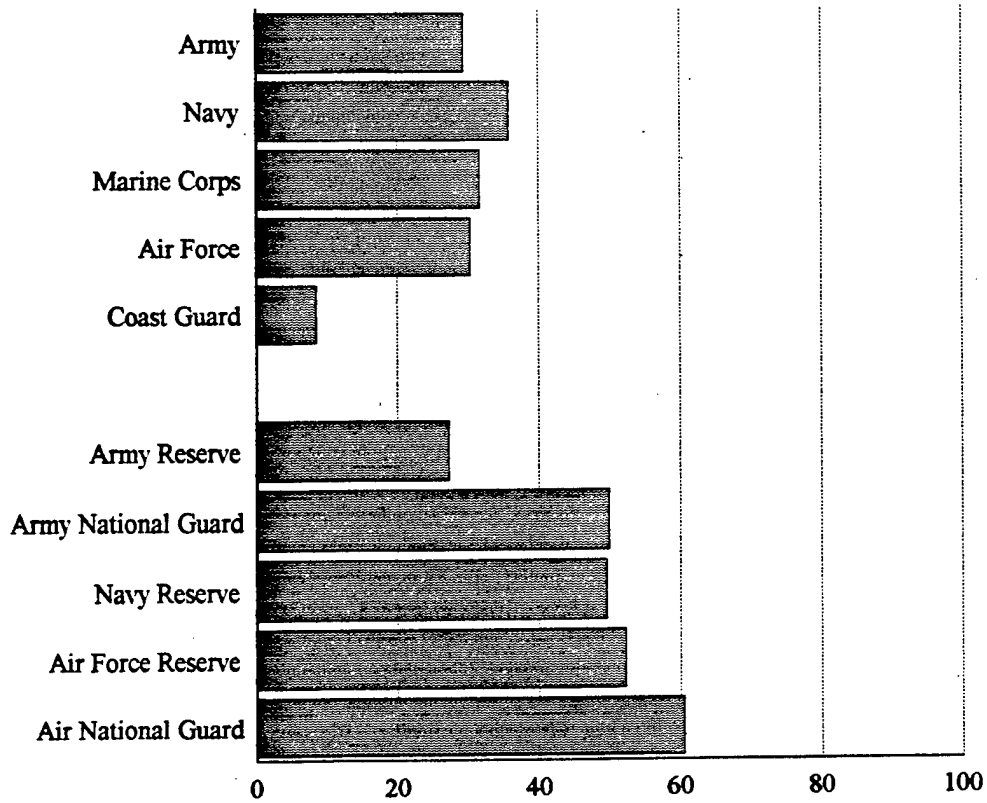
Q54E	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active-Duty DoD	N/A	31.7	22.9	45.4
Army	p < 0.05	29.5	22.7	47.8
Navy	p < 0.05	35.9	21.4	42.7
Marine Corps	n.s.	31.8	24.4	43.8
Air Force	n.s.	30.4	25.2	44.4
Coast Guard <sup>a</sup>	p < 0.01	8.5	14.9	76.6
Total Reserve/National Guard <sup>b</sup>	N/A	45.1	21.1	33.7
Army Reserve	p < 0.01	27.4	20.6	51.9
Army National Guard	p < 0.01	50.0	21.2	28.8
Navy Reserve	p < 0.05	49.6	22.8	27.6
Air Force Reserve	p < 0.05	52.3	18.6	29.1
Air National Guard	p < 0.01	60.6	20.8	18.6

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 59**  
*Percentage Who Agree That Recent Increases in Special Duty Assignment Pay (SDAP) Provides Adequate Compensation for Recruiting Duty*

## Attraction for Volunteers Into Recruiting

In a second question relating to the recent increase in SDAP, recruiters were asked their level of agreement with the statement, "Recent changes in SDAP will make a positive difference in attracting volunteers into recruiting assignments." The manner in which recruiters responded is revealed in Table 58 and Figure 60.

### *Active-Duty*

Among all Active-Duty DoD Recruiters, nearly one-third (32.7%) agreed that the SDAP increase will help in attracting volunteers into recruiting and almost exactly the same proportion disagreed. Marine Corps Recruiters were the least likely to agree and Navy Recruiters were the most likely to agree with the statement (22.2% and 44.2%, respectively). Among Air Force Recruiters, 42.9 percent agreed and only 25.7 percent disagreed. For Army Recruiters, the corresponding proportions are 29.2 percent and 37.8 percent respectively. The picture is quite different for Coast Guard recruiters, however. Only 19.7 percent assumed a neutral stance, while 36.1 percent agreed that the SDAP increase will attract volunteers into recruiting and 44.3 percent disagreed.

### *Reserve and Guard Components*

Only slightly more recruiters representing Reserve and National Guard Components than of Active-Duty DoD Recruiters agreed, overall, that the change in SDAP would help attract volunteers into recruiting (41.3% versus 32.7%). The most likely to agree were Air Force Reserve (56.5%), Navy Reserve (53.1%), and Air National Guard (55.7%), while the Army Reserve Recruiters were the least likely to agree (28.6%) and the most likely, by a substantial margin, to disagree (41.3%).

## PERCEIVED IMPACT OF THE SURVEY

Finally, the 1996 Survey asked for the first time whether or not recruiters felt the survey results are likely to exert an impact on policies and resources for recruiters. The pattern of responses for all Active-Duty DoD Recruiters, Coast Guard Recruiters, and Reserve and National Guard Component Recruiters are reported in Table 59 and Figure 61.

### *Active-Duty*

Among all Active-Duty DoD Recruiters, only 13.5 percent indicated that they felt the survey would have an impact, and nearly three-fifths (59.0%) indicated that they felt the survey would have no impact. Even with this skewed distribution, overall, some variation appears across the individual Services. Army Recruiters are the least likely to expect an impact (10.9%) and Navy Recruiters, the most likely (17.1%). Interestingly, of all Active-Duty Recruiters, those in the Coast Guard were the least likely to express an opinion (23.2%) on this issue, and the most likely to anticipate a survey impact.

Table 58

*Recent Changes in SDAP Will Make A Positive Difference in Attracting Volunteers Into Recruiting Assignments (Percentage)*

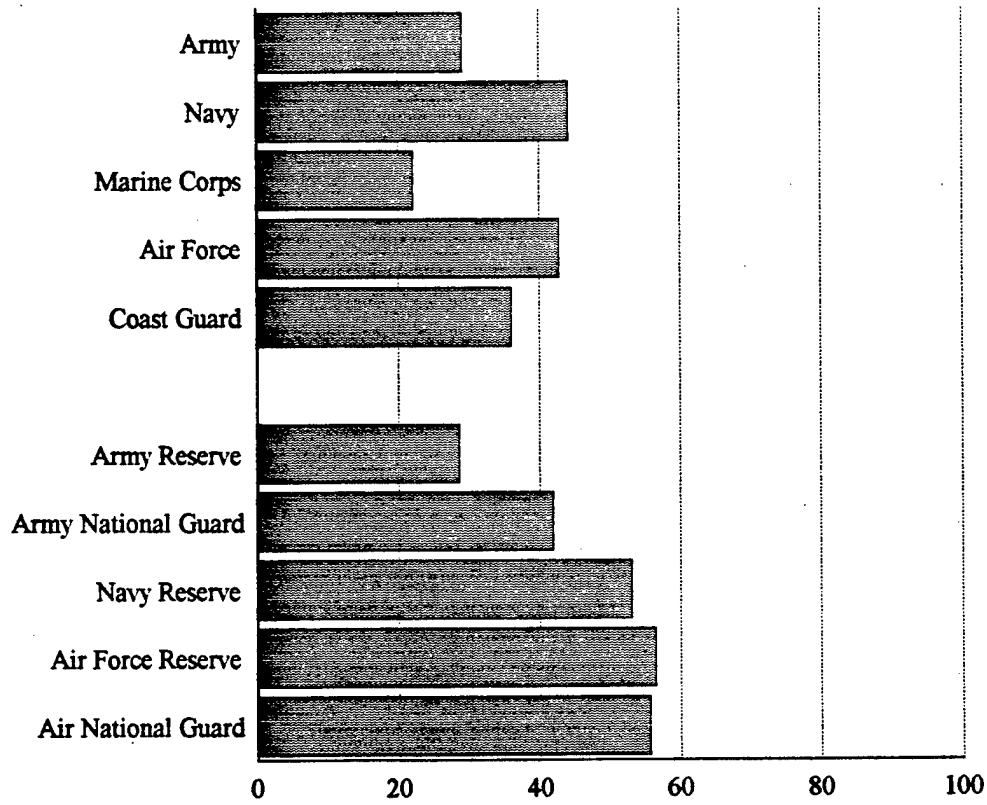
Q54F	Significance <sup>b</sup>	Agree	Neutral	Disagree
Total Active-Duty DoD	N/A	32.7	32.3	35.0
Army	p < 0.01	29.2	33.1	37.8
Navy	p < 0.01	44.2	30.1	25.7
Marine Corps	p < 0.01	22.2	33.7	44.2
Air Force	p < 0.01	42.9	31.5	25.7
Coast Guard <sup>a</sup>	p < 0.01	36.1	19.7	44.3
Total Reserve/National Guard <sup>b</sup>	N/A	41.3	29.5	29.2
Army Reserve	p < 0.01	28.6	30.1	41.3
Army National Guard	n.s.	42.0	29.3	28.6
Navy Reserve	p < 0.01	53.1	28.1	18.8
Air Force Reserve	p < 0.01	56.5	27.1	16.5
Air National Guard	p < 0.01	55.7	32.5	11.8

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 60**  
*Percentage Who Agree That Recent Changes In SDAP Will Make A Positive Difference In Attracting Volunteers Into Recruiting Assignments*

Table 59

*Belief About The Impact of the 1996 Recruiter Survey (Percentage)*

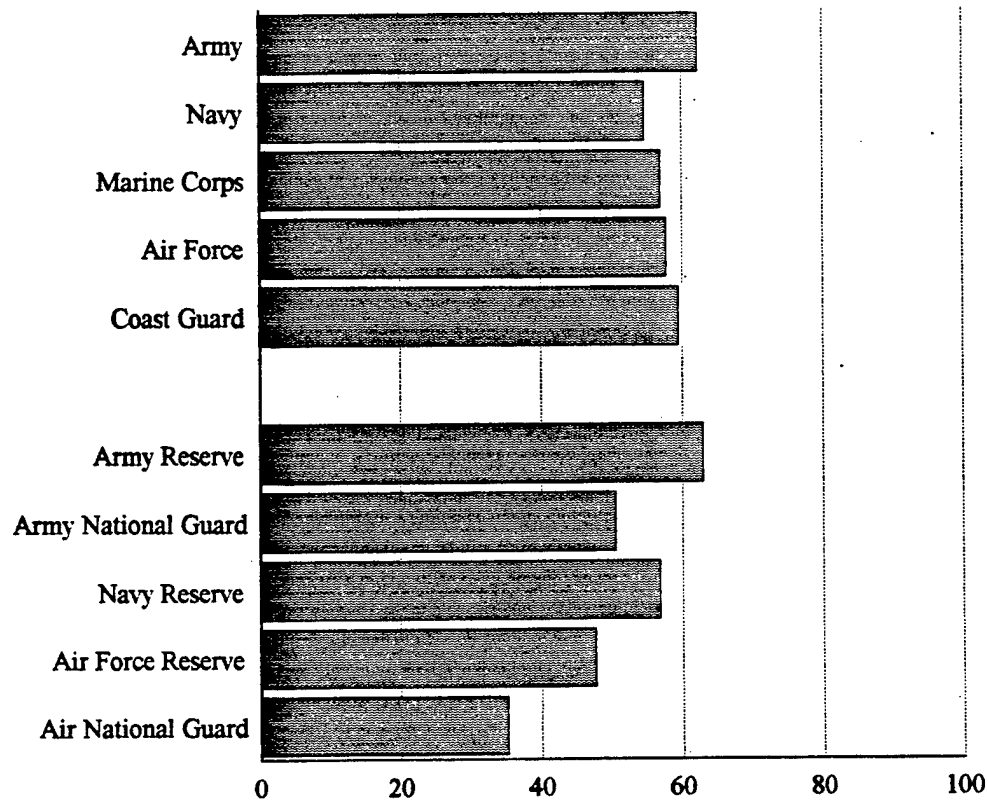
Q66	Significance <sup>g</sup>	Impact	No Opinion	No Impact
Total Active-Duty DoD	N/A	13.5	27.5	59.0
Army	p < 0.01	10.9	26.8	62.4
Navy	p < 0.01	17.1	28.1	54.8
Marine Corps	n.s.	15.1	27.7	57.1
Air Force	n.s.	13.2	28.9	57.9
Coast Guard <sup>a</sup>	p < 0.05	17.2	23.2	59.6
Total Reserve/National Guard <sup>b</sup>	N/A	20.2	26.3	53.4
Army Reserve	p < 0.01	14.7	22.2	63.0
Army National Guard	p < 0.01	22.2	27.1	50.6
Navy Reserve	n.s.	16.4	26.7	56.9
Air Force Reserve	p < 0.01	16.3	36.0	47.7
Air National Guard	p < 0.01	33.9	30.7	35.3

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>g</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



**Figure 61**  
*Percentage That Believe The Results of The 1996 Recruiter Survey Are Not Likely To Have An Impact on Recruiter Policies and Resources*

### *Reserve and Guard Components*

Taken as a whole, Reserve and National Guard Recruiters expressed more optimism regarding the influence of the survey than did Active-Duty Recruiters. One-fifth (20.2%) indicated they believe the survey will make a difference, while just over half (53.4%) expect that it will have no impact. Army Reserve Recruiters are the least likely to anticipate an impact (63.0% said "no impact"); while, at the other extreme, only 35.3 percent of Air National Guard Recruiters take this view, and a full one-third (33.9%) expect the survey to make a difference.



## CHAPTER 3: MULTIVARIATE ANALYSIS

### METHODS

Crosstabulations allow comparisons between service branches and reveal trends over time. Yet they tell us nothing about the causes underlying the survey results. Moreover, differences between service branches and changes over time may be accounted for, to varying degrees, by any number of causal factors. Only by entering many influences simultaneously into the analysis can we begin to learn something about the possible causal structure. This is precisely what multiple regression permits us to do.

Because of the very large data set (more than 4,000 recruiters), it is possible to get very precise estimates of explanatory variables when as many as 60 or more are entered simultaneously into the regression analysis. This assumes that there is not excessively high intercorrelations among the explanatory variables, which, regardless, becomes less of a problem with very large data sets. Consequently, the initial regressions included all variables that might have a conceivable impact on the variables to be explained. Generally, those variables that were not statistically significant (whose ostensible effects were so weak that these effects might be due sampling error alone) were omitted in the final regressions. This is because there is no strong theory or previous research indicating which variables should be in the analysis. Also variables that were thought to be more likely to be effects rather than causes of the variable to be explained, or that simply made no sense at all, were omitted as explanatory factors.

Because differences between the service branches are of central interest, the corresponding explanatory variables have been included in all regressions. The service branches are represented by nine dummy variables. Each service branch is compared to the Army, which is the omitted or reference category. Also, all regressions included a dichotomous measure of whether the respondent "truly" volunteered and another dichotomous measure for those respondents having answered "other" to the question about their volunteer status (question 4). The omitted reference or comparison category is having had no choice. Along with the service branch, volunteer status was believed to be a necessary control variable insofar as it would tend to color responses. That is, volunteers may tend to express a more optimistic or favorable view.

Because the sample was stratified by service branch, the regression analysis used weights to reflect the correct proportions for each service branch in the target population (weighted least squares). Adjustments in significance levels were also made to reflect the greater precision of the stratified sample and the greater precision resulting from very large sampling proportions from the population (the finite population correction factor). Preliminary testing did not examine possible interaction effects (multiplication of explanatory variables together to produce more complicated patterns) or compare results in 1996 with results from earlier surveys. Our initial modeling examines each variable to be explained independently, without considering sets of variables that are both causes and effects simultaneously (structural equations modeling). Whether more sophisticated modeling can be applied to the data set remains to be explored in future research.

Careful scrutiny of survey items suggested that many of these were suitable for combination into scales. Ideally, a scale captures multiple dimensions of a single, underlying construct, ultimately providing greater reliability and validity. At the same time, scaling serves as a method of data reduction and a way of simplifying relationships. For the purpose of modeling relationships, five scales were constructed with the following labels: "training," "cooperation of superiors," "goal pressures," "goal achievable," and "goal achieved." For each scale, the alpha reliability levels and constituent survey items are provided in the appendix.

The scale for good training contains five items indicating that the training period was sufficient and that training was professional, helpful and relevant, provided sufficient knowledge, and gave a realistic preview of recruiting. Cooperation of superiors is assessed by four items dealing with superiors providing help in making goals and being understanding, supportive, and part of a team. Goal pressures are measured by two items measuring consequences of goal achievement--punishment for failure, and a "make or break" effect on the respondent's career--and one item concerning pressure to continue recruiting after reaching the monthly goal. Whether the goal is perceived to be achievable is evaluated with three items: one item simply asks if the monthly goals are achievable, another asks about the adequacy of the assigned market area, and a third asks if experienced recruiters could make the goals in the assigned area. Goal achievement is measured by three items which include the number of months that goals were reached, the percentage of the annual goal achieved, and a self-evaluation of the respondent in comparison to other recruiters in the area.

For the regression analysis, a number of the categorical (qualitative) and ordinal variables have been transformed into dummy variables. When paygrades are in the regressions (generally E-7 and E-8 and up), the reference category always includes paygrades E-4 and E-5. In some regressions, paygrade E-6 is part of the comparison category as well--that is, when the E-6 paygrade does not appear as a dummy variable in the analysis. For dummy variables representing various levels of a college education, the omitted comparison category always includes respondents with no more than a high school education. In some regressions, respondents having a graduate degree or having marked "other" for education are compared to everyone else. Blacks are always compared to whites (since other races are included in a second dummy variable). Using a separate ethnic classification, Hispanics are compared to all non-Hispanics (regardless of race).

Ultimately, modeling efforts must not lose sight of the unit of analysis, which is the individual recruiter. Also modeling must be tempered by an awareness of the difference between the recruiter's subjective assessment and objective measures. Accordingly, the recruiter is an appropriate unit of analysis for assessing individual job satisfaction. However, the individual recruiter is an inappropriate unit for measuring improprieties, which are a property of the command to which the recruiter has been assigned. Accordingly, insofar as recruiters were not asked about their own improprieties but those of the group, aggregation at the command level would be required to meaningfully assess this problem.

One caveat is in order before proceeding to the regression results. The interpretation of

the raw regression output had to take into account the coding of the variables. According to the ordering of items in the questionnaire, most of the variables (which are based on a five-level Likert scale) are coded so that the highest level of the variable is given a value of "1" and the lowest level a value of "5." For example, with regard to job satisfaction (question 49a), the greatest satisfaction would be scored "1" and the lowest level would be scored with a "5." Intermediate levels are scored between 1 and 5. In most cases this does not present a problem, because the scoring scheme is consistent across survey items and a positive coefficient indicates that a higher level in the explanatory variable is associated with a higher level in the variable to be explained. However, for some variables such as hours (question 9), the highest level (more hours) is indicated by the top value of "5." For the purpose of making the interpretation of the regression table easier, the signs of the coefficients have been modified so that a positive coefficient indicates that a high level in the explanatory variable is always associated with a high level in the variable to be explained. Dummy variables should be interpreted so that the highest value indicates the presence of the characteristic in question (for the variable "married," married respondents receive a value of "1" and everyone else is coded with a "0").

## RESULTS

Explanatory models focussed on two concerns that appear to have motivated this study: the achievement of recruitment goals and recruiter satisfaction. The explanatory variables selected for the analysis were chosen, in part, based on previous research on job satisfaction (Barr and Steinberg 1983; Locke 1976; Schulz and Schulz 1988). This research suggests that cooperative management and job autonomy are conducive to a good work environment and employee satisfaction. The results of the analysis here are consistent with previous findings.

In the first column of Table 60, we examine the influences on satisfaction with military recruiting (question 49a). Over half (54 percent) of the variance is explained by our model. This is much greater than the 14 percent of the variance explained when the only explanatory variables are the different service branches. However, after adding 20 more predictor variables to the analysis, the differences between services remain significant in most cases. Among the most powerful predictors are satisfaction with leadership (question 42), the extent to which the recruitment goal is achievable, goal achievement, and less hours on the job (question 9). Each of these have standardized coefficients of .10 or greater. Other less powerful predictors that may be of some interest from a policy standpoint are the cooperativeness of superiors, lower pressure to achieve goals, awards having important effects on the respondent's career (question 62c), the respondent's freedom to personally plan work (question 24b), and good training. Although greater expense for duties (question 51) and greater expense for housing (question 52) have very small positive effects on satisfaction, these unexpected results may be due to sampling error (when larger numbers of coefficients are being tested, a few may be statistically significant in the wrong direction). Regression coefficients are shown in Appendix D.

Column 2 contains an analysis of influences on satisfaction with leadership (question 42). Half of the variance is explained. Differences between the services alone account for only 3 percent of the variance, whereas the other 11 predictors alone account for fully 50 percent of the variance. By far the most powerful predictor is the cooperativeness of superiors, which has a

Table 60

## Standardized Coefficients for Weighted Least Squares Regression (Experienced Recruiters with Goals)

	(1) Job Satisfaction (Q49A)	(2) Satisfaction with Leadership (Q42)	(3) Goal Pressures (Scale)	(4) Hours Doing Job (Q9)	(5) Goal Achievement (Scale)	(6) Goals Are Achievable (Scale)
<b>Policy Relevant Scales</b>						
Cooperation of Superiors (Scale)	0.04	0.44	-0.25	--	--	0.20
Goal Pressures (Scale)	-0.08	-0.12	--	0.14	0.05	--
Goal Is Achievable (Scale)	0.15	0.05	-0.11	-0.10	0.35	--
Goal Achievement (Scale)	0.12	0.05	--	--	--	--
Good Training (Scale)	0.09	0.10	--	-0.07	--	0.12
<b>Other Policy Relevant Variables</b>						
Satisfaction with Leadership (Q42)	0.21	--	--	--	--	--
Hours Performing Job (Q9)	-0.10	--	--	--	0.04	--
Good Job Recognized (Q25c)	--	0.11	--	--	-0.05	--
Have Award Opportunities (Q62b)	--	--	--	--	0.05	--
Awards Effect Career (Q62c)	0.07	0.05	--	--	0.06	--
Autonomy/Freedom to Plan (Q24b)	0.05	0.03	-0.12	-0.07	0.08	0.13
Pay Covers Expenses (Q25f)	--	--	--	--	-0.08	--
<b>Additional Control Variables</b>						
Leave Voluntarily Not Taken (Q10)	--	--	--	--	0.05	--
Skills Help Get Civilian Job (Q25d)	0.05	--	--	--	--	--
Recruiting Is Challenging (Q25e)	0.09	--	--	--	0.09	--
Frequency of Improprieties (Q28)	-0.05	-0.10	--	--	--	--
<b>Volunteer Status</b>						
Truly Volunteered (Q4)	0.10	0.01 *	-0.05	-0.05	0.09	0.04
Other Than Volunteered (Q4)	0.02	-0.001 *	-0.01 *	-0.003 *	0.03	0.01 *
<b>Paygrade and Reimbursement</b>						
\$ Spent On Duties (Q51)	0.04	--	--	--	0.05	--
\$ Spent On Housing (Q52)	0.03	--	--	--	0.04	--
E-6 Paygrade	0.01 *	--	--	--	0.07	--
E-7 Paygrade	0.06	--	-0.06	-0.03	0.12	--
E-8 or Higher Paygrade	0.01 *	--	-0.04	-0.02 *	0.02 *	--
<b>Demographic Variables</b>						
Male (Q71)	--	--	0.04	0.03	--	-0.03
Hispanic (Q69)	--	--	--	--	--	0.03
Married (Q72)	--	--	-0.03	--	--	--
Black (Q70)	--	--	-0.09	--	--	--
Other Than Black/White (Q70)	--	--	-0.02 *	--	--	--
Some College Education	--	--	--	--	0.07	--

Table 60 (cont.)

	(1) Job Satisfaction (Q49A)	(2) Satisfaction with Leadership (Q42)	(3) Goal Pressures (Scale)	(4) Hours Doing Job (Q9)	(5) Goal Achievement (Scale)	(6) Goals Are Achievable (Scale)
Associates Degree	--	--	--	--	0.10	--
Bachelors Degree	--	--	--	--	0.06	--
Graduate Degree	0.02	--	--	0.03	0.02 *	--
Other Education	--	--	--	-0.02 *	0.003 *	--
<b>Service Branches/Components</b>						
Active Navy	-0.06	-0.04	0.10	-0.05	0.09	0.20
Marine Corps	-0.05	0.01 *	0.11	0.14	0.09	0.10
Active Air Force	-0.06	-0.02	0.07	-0.13	0.12	0.11
Coast Guard	0.02	-0.02	-0.14	-0.10	0.06	0.02 *
Army Reserve	-0.002 *	-0.04	0.02 *	-0.03	0.12	-0.01 *
Army National Guard	0.12	-0.03	0.11	-0.22	0.12	0.11
Navy Reserve	0.02	-0.05	0.07	-0.14	0.13	0.02 *
Air Force Reserve	0.01 *	-0.03	-0.02	-0.08	0.06	0.02 *
Air National Guard	0.03	0.00 *	-0.09	-0.12	0.06	0.06
<b>Market Impact on Recruiter Success</b>						
How Urban Is Market (Q32)	--	--	--	--	0.05	0.05
Number of Seniors in Market (Q33)	--	--	--	--	--	0.11
Seniors' Job Prospects (Q38)	--	--	--	--	--	-0.05
Military Versus Civilian Pay (Q39)	--	--	--	--	--	0.08
<b>Other Influences on Recruiter Success</b>						
Cars, Telephone Available (Q19h)	--	--	--	--	--	0.09
Paperwork impedes goals (Q19i)	--	--	--	--	0.04	-0.07
Lose Applicants Other Services (Q26)	--	--	--	--	-0.08	-0.06
Mileage Limit Impedes Job (Q24e)	--	--	--	--	0.05	--
<b>All Variables Including Service Branches</b>						
R-Square	0.54	0.50	0.23	0.26	0.31	0.32
N	3,517	3,800	3,935	3,900	3,441	3,642
<b>Service Branches Only **</b>						
R-Square	0.14	0.03	0.07	0.19	0.11	0.10
N	4,010	4,015	4,005	3,984	3,939	4,018
<b>All Other Variables (Without Service Branches) **</b>						
R-Square	0.51	0.50	0.18	0.17	0.29	0.28
N	3,517	3,800	3,935	3,900	3,441	3,642

\* Not Statistically Significant at the .05 level

\*\* See Appendix for Regression Coefficients

of use to policy makers are as follows: awards having important effects on career (question 62c), freedom to personally plan work (question 24b), and achievable goals.

The influences on pressures to achieve goals are analyzed in column 3. The differences between service branches alone account for only 7 percent of the variance. Adding 11 predictor variables increased the explained variance to 23 percent. The most powerful predictor is the cooperativeness of superiors. Somewhat less influential but still having standardized regression coefficients greater than .10 are freedom to personally plan work (question 24b) and achievable goals.

The number of hours per week (starting at 40 hours per week and extending to 80 hours per week) devoted to the job (question 9) is perhaps best explained by differences between service branches, which alone account for about one-fifth of the variance (see column 4). The addition of 11 predictor variables increases the explained variance to 26 percent. Most powerful among these latter variables is pressure to achieve goals and not having achievable goals. Good training and freedom to personally plan work are moderately associated with less hours.

Fully 29 percent of the variance in achievement of recruitment goals is accounted for variables other than service branch (see column 5). Although the effect of service branch contributes just another 2 percent to this explained variance, service branches remain statistically significant. By far the most powerful predictor is achievable goals, a finding that is not very interesting or surprising. Among policy-relevant variables, moderate effects are exerted by awards having important effects on the recruiter's career and by freedom to personally plan work. However, contrary to what would be expected, achievement is inversely related to receiving pay sufficient to meet expenses (questions 25f, 51, and 52) and a positively related to restrictions on mileage interfering with ability to do the job (question 24a) and paperwork interfering with efforts to make the goal (question 19i). Although it may be that high achieving recruiters are more likely to complain about these things, it is also possible that these results are due to sampling error or to omission of important explanatory variables (specification error).

Column 6 shows the results of a regression analysis of the degree to which goals are achievable. The different service branches alone account for 10 percent of the variance. The addition of 14 variables increases the explained variance to 32 percent (28 percent of the variance is explained by these variables alone). The largest influence is the cooperativeness of superiors, which has a standardized regression coefficient of .20. Also important, it appears, are freedom to personally plan work and good training. Adequate support with respect to cars, phone, promotional items, etc. (question 19h) and not too much paper work (question 19i) also help. Other variables--such as the location and nature of the market--are introduced as controls, since they do not have policy implications.

The major relationships between the variables that have been the focus of these six analyses are diagrammed in Figure 62. This diagram is merely suggestive and should not be construed as a formal structural equations model, since the development of the latter remains to be undertaken. Nonetheless there are a number of relationships in the diagram that suggest that influences amenable

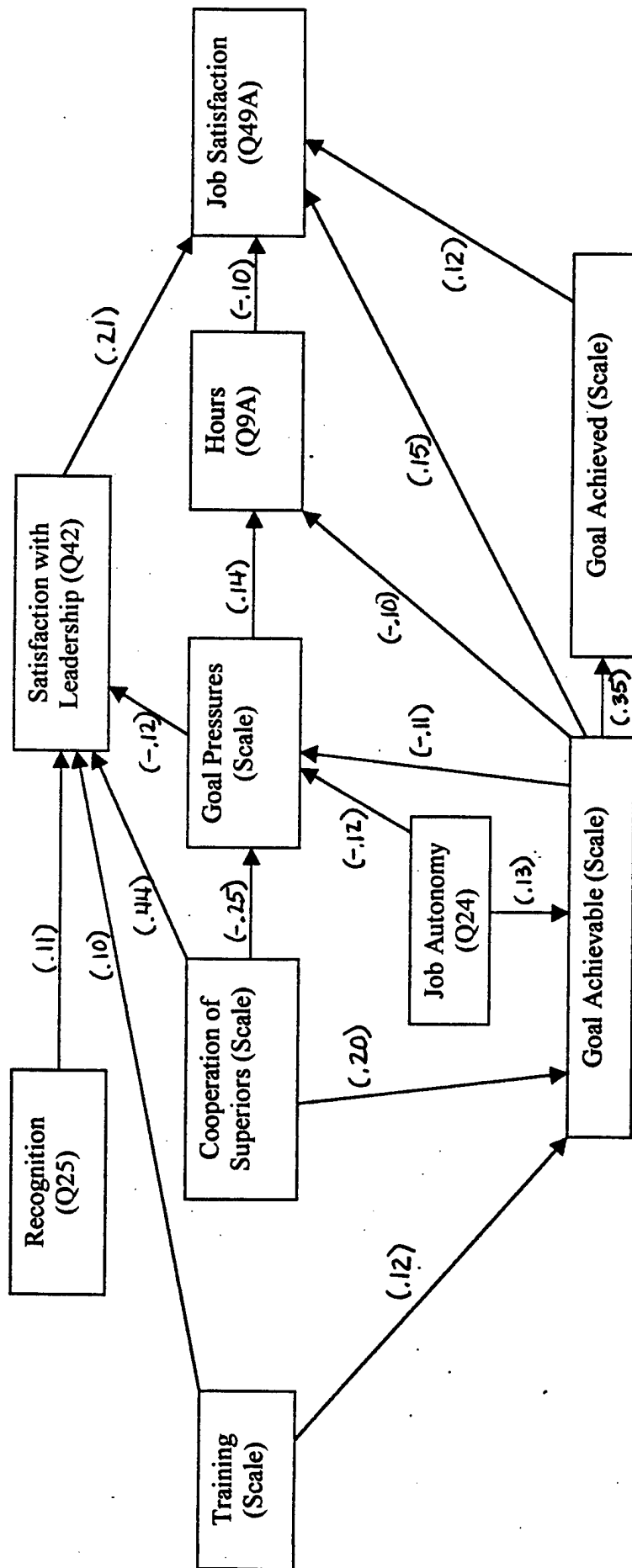


Figure 62  
 Summary Schematic Showing Strongest Relationships In Weighted Least Squares Analysis<sup>1</sup> (Standardized Regression Coefficient Given in Parentheses)

<sup>1</sup> See Equations 1 thru 6 in Table 60 for values of all regression coefficients in the weighted least squares analysis. Note: This is merely a summary of preliminary findings and does not constitute a structural equation model.

to the efforts of policy makers may have an impact on the goals and satisfaction of recruiters. Among these are cooperativeness of superiors, good training, freedom of recruiters to personally plan, reduced pressures to achieve goals, and the establishment of more realistic goals. Ultimately, the preliminary model suggests that job satisfaction would be increased most by greater cooperation of superiors, reduced goal pressures and hours, and creating realistic goals for recruiters.

The models presented here are preliminary. In addition to exploring structural equations modeling, we need to test for interaction effects, curvilinear relationships, and the power of the models when applied to three previous survey years (1989, 1991, and 1994). There is also the problem of specification error. Particularly for the hours worked, goal pressures, the degree to which goals are achievable, and goal achievement, the models developed may omit important explanatory variables and consequently, the reported coefficients may be biased. Yet, on the positive side, the large sample has provided a varied and unusually large number of significant predictor variables. There is also a total of four samples, allowing the reliability of the proposed models to be checked.



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## CHAPTER 4: SUMMARY AND CONCLUSIONS

### SUMMARY

Recruiter responses to the 1996 Survey indicate that a very sizable proportion are dissatisfied with recruiting duty. Level of satisfaction varies across Active-Duty Services and Reserve and Guard Components. However, recruiters from the Reserve and Guard Components and from the Coast Guard, overall, are more positive in their assessment of recruiting than are Active-Duty DoD Recruiters. Among Active-Duty Recruiters, satisfaction is lowest in the Army; and among Reserve and Guard Component Recruiters, those in the Army Reserve are the least satisfied.

The picture with respect to performance largely parallels that drawn for satisfaction level. That is, success in reaching goal is lower among Active-Duty DoD Recruiters than among Reserve and Guard Recruiters; and Army and Army Reserve Recruiters report the lowest achievement levels among Active-Duty and Reserve Components, respectively.

Judging by the measures of quality of life for military recruiters common to the 1996 and 1994 surveys, things clearly are getting worse. Whether one looks at performance in terms of achievement of goals, at feelings of stress, level of perceived improprieties, assessment of leadership and support from supervisors, or a direct appraisal of satisfaction with recruiting or military life in general, the indicators for Active-Duty DoD Recruiters are all heading south; and many of these measures for Reserve and Guard Component Recruiters as a whole suggest deterioration in their perception of the quality of their lives as well.

Army Recruiters, who are the least satisfied in 1996, registered virtually the lowest level of satisfaction in previous surveys as well. However, even services and components such as the Air Force and Coast Guard, which have reported relatively high levels of satisfaction in the past, are slipping significantly in their appraisals.

Paralleling the decrease in satisfaction is a steep decline since 1994 in reported achievement of recruiting goals. In fact, the proportion reaching the annual recruiting goal has dropped to the level existing in 1989. All services and components experienced a decline, with the exception of the Air National Guard. However, all measures of perceived achievability are substantially lower than those reported in 1994.

Job demands are viewed as getting more onerous. Virtually all measures show an increase in burden. Reported duty hours are up; and all Services and Components report less free time for personal duties, and more claim that annual leave was not taken in order to attend to recruiting duties. Recruiters also registered an increase in unreasonable demands. Increasing proportions allege they are punished if they fail to make goal, and that even when they reach goal, they are pressured to exceed it.

Most of the indicators that were included also suggest that recruiting is getting more difficult, with growing hindrances to success such as fewer incentive packages that can be

growing challenges to the accomplishment of their mission, and the accompanying feelings of job pressure, more recruiters are perceiving increased improprieties taking place around them. However, except for the Army and the Army National Guard, recruiters perceive no such increase taking place in sexual misconduct.

## CONCLUSIONS

As reflected by measures contained in the past two surveys, the military recruiting mission appears to be in trouble, facing perhaps unprecedented challenges in the current societal context. The Army faces a particularly challenging uphill battle to meet accession needs. Meanwhile, military commands are trying to fulfill their mission with less experienced recruiters than in the past, and with recruiters who perceive that they are not supported well by their supervisors. Indeed, the multivariate analysis carried out on the 1996 survey responses indicates that cooperation of superiors is an important predictor of three of the six variables tested. It proved to be the most powerful predictor of perceived pressures to achieve goal and sense of goal achievability. As well, it turned out to be an important direct predictor of satisfaction with leadership. Cooperation of supervisors is an important indirect predictor of job satisfaction, since the latter is influenced by satisfaction with leadership and achievability of goals. Thus, it is in addressing recruiter supervision and leadership that the recruiting commands or the larger services and components may be able to make the most immediate improvements.

This conclusion is supported strongly by other research. The literature on job stress reveals the influence of leadership or supervisory behavior on employee productivity. Follow-up research would assist greatly in determining the precise manner in which the enhancement of supervisory support could best be pursued. The approach taken, very likely, would need to be tailored to each Active-Duty Service and each Reserve and National Guard Component.

**APPENDIX A**

**DISTRIBUTION OF SURVEY CASES AND ELIGIBLE SAMPLE CASES**

Appendix Table A-1

*Distribution of Survey Cases by Eligibility Status*

	Number
Total Sample	7,162
Non-Return Survey Cases	2,305
Returned Survey Cases	
No Service Branch Reported or Multiple Response Error on Service Branch Question	-57
Less than 1 year of Recruiting Experience or No response/Multiple Response Error to Question on Recruiting Experience	-104
No Monthly Goals or No Response/Multiple Response Error to Question on Monthly Goals	-684
Flagged as ineligible cases by DRC	-4
<b>Total Eligible Survey Cases for Analysis</b>	<b>4,008</b>

Appendix Table A-2

*Distribution of Eligible Sample Cases by Service Branch*

Service Branch	Number	Percentage
Active-Duty DoD and Coast Guard Services	2,446 (61.0%)	99.9%*
Active Army	1,019	41.6
Active Navy	559	22.8
Marine Corps	417	17.0
Active Air Force	351	14.4
Coast Guard	100	4.1
Reserve and National Guard Components	1,562 (39.0%)	100.0%
Army Reserve	417	26.7
Army National Guard	621	39.8
Navy Reserve	217	13.9
Air Force Reserve	86	5.5
Air National Guard	221	14.1
<b>Total Number of Surveys Meeting Analysis Criteria</b>	<b>4,008</b>	

\* Percentage may not sum to 100.0% due to rounding.

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**APPENDIX B**  
**DEMOGRAPHIC PROFILE OF RESPONDING RECRUITERS**

## DEMOGRAPHICS

### *Marital Status*

Table B-1 shows the distribution of marital status by Service and Component. The majority of all recruiters both in Active-Duty DoD Services and in Reserve/National Guard Components are currently married (82.4% and 80.8%, respectively). Very few are widowed (0.2% and 0.3%, respectively). Coast Guard Recruiters have the highest percentage of recruiters who have never married (7.1%), while Air National Guard Recruiters have the highest percentage of divorced recruiters (17.8%). Among Active-Duty DoD Recruiters, the Service with the highest percentage divorced is the Navy (10.4%).

### *Gender*

Table B-2 shows the distribution of gender by Service and Component. The majority of recruiters, taken as a whole, are males. However, the Air National Guard has the highest percentage of female recruiters (25.8%). Among Active-Duty DoD Recruiters, the Air Force has the highest percentage of female recruiters (8.3%) and the Navy has the second highest percentage (8.2%).

### *Race and Hispanic Origin*

Table B-3 shows the distribution of race, and Table B-4 shows the distribution of Hispanic Origin among recruiters in both Active-Duty DoD Services and Reserve/National Guard Components. The large majority of all recruiters are white (69.1% for Active-Duty DoD and 83.1% for Reserve/National Guard). Among Active-Duty DoD Services, the Army contains the highest percentage of blacks (26.0%). The Air Force has the lowest percentage of blacks (14.2%), as well as the lowest percentage of recruiters of Spanish/Hispanic descent or origin (5.8%). The Marine Corps and Navy contain the largest proportions of recruiters of Spanish/Hispanic descent or origin (10.5%). Other races represented among Active-Duty DoD Recruiters are: Native American Indian/Eskimo (1.0%); Asian/Pacific Islanders (2.2%); and "Other races" (5.6%). Coast Guard Recruiters include the largest percentage of native American Indians/Eskimos (12.4%), as well as a high percentage of "Other races" (11.3%).

Of the Reserve/National Guard Components, the Air National Guard has the highest percentage of blacks (18.1%). The Army Reserve has the next largest percentage of black recruiters (17.3%), while the Army National Guard has the lowest percentage of black recruiters (5.6%). The Air Force Reserve contains the lowest proportion of Spanish/Hispanic recruiters (5.8%).

### *Educational Attainment*

Table B-5 shows the educational attainment distribution for recruiters in each Service and Component. Almost all participating recruiters have completed high school. The Navy is the only Service that has any recruiters stating that they do not have a high school diploma or GED

Table B-1

*Distribution of Marital Status by Service Branch/Component (Percentage)*

Q72	Significance <sup>§</sup>	Never Married	Married	Legally Separated	Divorced	Widowed
Total Active-Duty DoD	N/A	5.3	82.4	2.9	9.1	0.2
Army	n.s.	5.3	83.7	2.7	8.2	0.1
Navy	p < 0.05	6.5	80.8	2.3	10.4	0.0
Marine Corps	n.s.	4.9	80.2	4.6	9.5	0.7
Air Force	p < 0.01	2.9	86.0	2.0	9.1	0.0
Coast Guard <sup>a</sup>	p < 0.05	7.1	77.8	3.0	12.1	0.0
Total Reserve/National Guard <sup>b</sup>	N/A	4.4	80.8	2.2	12.3	0.3
Army Reserve	n.s.	5.1	79.3	3.9	11.6	0.2
Army National Guard	p < 0.01	3.7	83.0	1.5	11.6	0.2
Navy Reserve	n.s.	5.6	78.1	2.3	13.1	0.9
Air Force Reserve	p < 0.01	5.8	80.2	0.0	14.0	0.0
Air National Guard	p < 0.01	5.0	74.4	2.7	17.8	0.0

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>§</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.



Table B-2

*Distribution of Gender by Service Branch/Component (Percentage)*

	Significance <sup>b</sup>	Male	Female
Total Active-Duty DoD	N/A	94.8	5.2
Army	n.s.	95.1	4.9
Navy	p < 0.01	91.8	8.2
Marine Corps	p < 0.01	99.0	1.0
Air Force	p < 0.01	91.7	8.3
Coast Guard	p < 0.01	90.8	9.2
Total Reserve/National Guard	N/A	88.9	11.1
Army Reserve	n.s.	87.0	13.0
Army National Guard	p < 0.01	93.4	6.6
Navy Reserve	p < 0.01	83.4	16.6
Air Force Reserve	p < 0.01	81.2	18.8
Air National Guard	p < 0.01	74.2	25.8

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

Table B-3

*Distribution of Marital Status by Service Branch/Component (Percentage)*

Q70	Significance <sup>§</sup>	White	Black	American Indian/ Eskimo/ Aleut	Asian/ Pacific Islander	Other race
Total Active-Duty DoD	N/A	69.1	22.1	1.0	2.2	5.6
Army	p < 0.01	65.7	26.0	0.9	1.4	6.0
Navy	p < 0.01	73.0	17.1	1.3	5.3	3.4
Marine Corps	p < 0.01	68.4	22.6	1.0	0.5	7.5
Air Force	p < 0.01	78.2	14.2	0.9	1.5	5.2
Coast Guard <sup>a</sup>	p < 0.01	60.8	14.4	12.4	1.0	11.3
Total Reserve/National Guard <sup>b</sup>	N/A	83.1	9.9	1.5	1.4	4.1
Army Reserve	p < 0.01	74.5	17.3	1.0	1.4	5.8
Army National Guard	p < 0.01	88.7	5.6	1.1	1.1	3.4
Navy Reserve	n.s.	83.5	8.0	3.3	1.9	3.3
Air Force Reserve	p < 0.01	82.1	14.3	1.2	0.0	2.4
Air National Guard	p < 0.01	69.8	18.1	3.7	2.8	5.6

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>§</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

Table B-4

*Distribution of Hispanic Origin by Service Branch/Component (Percentage)*

	Significance <sup>b</sup>	Hispanic
Total Active-Duty DoD	N/A	9.5
Army	n.s.	9.1
Navy	n.s.	10.5
Marine Corps	n.s.	10.5
Air Force	p < 0.01	5.8
Coast Guard <sup>a</sup>	n.s.	1.6
Total Reserve/National Guard <sup>b</sup>	N/A	9.7
Army Reserve	n.s.	9.9
Army National Guard	n.s.	8.9
Navy Reserve	p < 0.05	13.7
Air Force Reserve	p < 0.01	5.8
Air National Guard	n.s.	9.6

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

Table B-5

*Distribution of Educational Attainment by Service Branch/Component (Percentage)*

	Significance <sup>§</sup>	Less than HS	HS Graduate	More than HS
Total Active-Duty DoD	N/A	0.0	20.0	80.0
Army	p < 0.01	0.0	7.8	92.2
Navy	p < 0.01	0.2	35.7	64.1
Marine Corps	p < 0.01	0.0	33.9	66.1
Air Force	p < 0.01	0.0	4.3	95.7
Coast Guard <sup>a</sup>	n.s.	0.0	22.2	77.8
Total Reserve/National Guard <sup>b</sup>	N/A	0.1	11.9	88.0
Army Reserve	p < 0.01	0.0	7.7	92.3
Army National Guard	n.s.	0.0	12.1	87.9
Navy Reserve	p < 0.01	0.5	24.1	75.4
Air Force Reserve	p < 0.01	0.0	3.5	96.5
Air National Guard	p < 0.01	0.0	6.4	93.6

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>§</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

certification (0.2%). Recruiters in the Air Force show the highest percentage with more than a high school education (95.7%). The next highest percentage can be found in the Army (92.2%). Recruiters in the Navy show the lowest percentage with more than a high school education (64.1%).

Among Reserve/National Guard Components, the Navy Reserve has the highest percentage (24.1%) of recruiters who have completed only high school, the majority with a high school diploma. The Air Force Reserve has the highest percentage of recruiters with more than a high school education (96.5%).

### *Pay Grade*

Table B-6 shows the distribution of recruiters by pay grade. The majority of the participating recruiters, both Active-Duty and Reserve/National Guard are in E-5 through E-7 pay grades. Very few of the participating recruiters are below an E-5 pay grade. Overall among Active-Duty DoD Recruiters, the majority are at E-6 pay grade (48.8%), with the next highest percentage in E-5 pay grade (26.9%). Only Air Force Recruiters showed a different pattern of distribution in pay grades, with the highest percentage of participating recruiters being in E-5 pay grade (56.9%), rather than in E-6 pay grade (32.0%). None of the Active-Duty DoD or Coast Guard recruiters reported being Officers.

The distribution of pay grades for recruiters in Reserve/National Guard Components is slightly different. Overall, over one-half reported being in E-7 pay grade (58.7%), with slightly over one-quarter placing themselves in the E-6 category (27.5%). Air Force Reserve Recruiters reported the highest proportion (72.1%) in E-7, while Navy Reserve Recruiters had the lowest proportion (10.7%). The Naval Reserve is the only component with Recruiters classifying themselves as Officers (5.1%).

Table B-6

*Distribution of Current Paygrade by Service Branch/Component and Year of Survey (Percentage)*

O67	Significance <sup>a</sup>	E-4	E-5	E-6	E-7	E-8	E-9	Officer
Total Active-Duty DoD	N/A	0.0	26.9	48.8	22.7	1.3	0.3	0.0
Army	p < 0.01	0.0	17.4	52.7	29.6	0.3	0.0	0.0
Navy	p < 0.01	0.0	32.0	48.8	15.1	3.4	0.7	0.0
Marine Corps	n.s.	0.0	29.8	46.6	21.3	1.6	0.7	0.0
Air Force	p < 0.01	0.3	56.9	32.0	10.9	0.0	0.0	0.0
Coast Guard <sup>a</sup>	p < 0.01	0.0	20.0	44.0	32.0	4.0	0.0	0.0
Total Reserve/National Guard <sup>b</sup>	N/A	0.1	6.7	27.5	58.7	5.3	1.0	0.6
Army Reserve	p < 0.01	0.0	6.5	34.3	59.2	0.0	0.0	0.0
Army National Guard	p < 0.01	0.0	2.6	16.1	70.2	9.4	1.8	0.0
Navy Reserve	p < 0.01	0.9	28.8	54.1	10.7	0.5	0.0	5.1
Air Force Reserve	p < 0.01	0.0	0.0	20.9	72.1	4.7	2.3	0.0
Air National Guard	p < 0.01	0.5	0.9	45.7	50.7	2.3	0.0	0.0

n.s. - not significant at the .05 level

<sup>a</sup> Coast Guard Recruiters were not part of the 1989 and 1991 survey populations. Coast Guard Recruiters are excluded from the percentages for Total Active-Duty Department of Defense (DoD) because they are under the Department of Transportation.

<sup>b</sup> Reserve/National Guard Recruiters were not part of the 1989 survey population.

<sup>c</sup> Comparison of specified Service or Component with all of the rest of Active-Duty DoD Services or Reserve/National Guard Components, respectively. For Coast Guard, comparison is between Coast Guard and Total Active-Duty DoD.

## **APPENDIX C**

### **SCALES USED IN THE REGRESSION ANALYSIS**

## Appendix C

### SCALES USED IN THE REGRESSION ANALYSIS

**Training:** (Cronbach alpha reliability coefficient = .81) This scale is the mean value for five items, calculated as long as no more than two items had a missing value.

- 18a. I was given a realistic preview of what recruiting duty would be like
- 18c. I was given good professional training for my job as a recruiter
- 18d. The training I received was helpful and relevant for my job as a recruiter
- 18e. (Reversed) The training I received was insufficient for what I needed to know to do effective recruiting
- 18f. My allocated time in training was sufficient

**Cooperation of Superiors:** (Cronbach alpha reliability coefficient = .89) Scale is the mean value for 4 items, calculated as long as no more than one item has a missing value.

- 19j. My supervisor will help me if I have trouble making a goal
- 24c. I receive good support from my superiors
- 24d. My superiors and I work together as a team
- 25a. Supervisors understand and help recruiters with problems

**Goal Pressures:** (Cronbach alpha reliability coefficient = .69) Scale is the mean value of three items, calculated as long as no more than one item has a missing value.

- 19d. Success in reaching goal has a "make or break" effect on my military career
- 19e. I am pressured to continue recruiting even after reaching my monthly goal
- 19f. I am punished if I fall short of goal

**Goal Achievable:** (Cronbach alpha reliability coefficient = .83) Scale is the mean value of three items, calculated as long as no more than one item has a missing value.

- 19a. My monthly goals are achievable
- 19b. My assigned market area is adequate to make goals
- 22. (reversed) All things considered, what is the likelihood that experienced recruiters can make goal in your zone/area.

**Goal Achieved:** (Cronbach alpha reliability coefficient = .76)

- 20. (reversed) In how many of the past 12 months did you achieve your monthly goals?
- 21. (reversed) What percentage of your recruiting goal did you achieve last year?
- 23. Compared to other recruiters from your Service who work in the area served by your MEPS, would you say you are: 1. One of the best, 2. Better than most, 3. Average, or 4. Below average.



**APPENDIX D**  
**COEFFICIENTS FOR REGRESSION ANALYSIS**

Appendix Table D-1  
 Standardized Coefficients for Weighted Least Squares Regression (Experienced Recruiters with Goals) -- All Other Variables, not Service Branch

	(1)	(2)	(3)	(4)	(5)	(6)
	Job Satisfaction (Q49A)	Satisfaction with Leadership (Q42)	Goal Pressures (Scale)	Hours Doing Job(Q9)	Goal Achievement(Scale)	Goals Are Achievable (Scale)
<b>Policy Relevant Variables</b>						
Cooperation of Superiors (Scale)	0.03 *	0.45	-0.27	--	--	0.19
Goal Pressures (Scale)	-0.08	-0.11	--	0.15	0.06	--
Goal Is Achievable (Scale)	0.13	0.05	-0.09	-0.11	0.36	--
Goal Achievement (Scale)	0.13	0.04	--	--	--	--
Good Training (Scale)	0.11	0.10	--	-0.07	--	0.13
<b>Other Policy Relevant Variables</b>						
Satisfaction with Leadership (Q42)	0.20	--	--	--	--	--
Hours Performing Job (Q9)	-0.13	--	--	--	0.01 *	--
Good Job Recognized (Q25c)	--	0.11	--	--	-0.04	--
Have Award Opportunities (Q62b)	--	--	--	--	0.04	--
Awards Effect Career (Q62c)	0.07	0.05	--	--	0.07	--
Autonomy/Freedom to Plan (Q24b)	0.06	0.03	-0.11	-0.08	0.09	0.16
Pay Covers Expenses (Q25f)	--	--	--	--	-0.09	--
<b>Additional Control Variables</b>						
Leave Voluntarily Not Taken (Q10)	--	--	--	--	0.06	--
Skills Help Get Civilian Job (Q25d)	0.05	--	--	--	--	--
Recruiting Is Challenging (Q25e)	0.10	--	--	--	0.09	--
Frequency of Improprieties (Q28)	-0.05	-0.10	--	--	--	--
<b>Volunteer Status</b>						
Truly Volunteered (Q4)	0.12	-0.02 *	-0.03	-0.20	0.17	0.10
Other Than Volunteered (Q4)	0.03	-0.005 *	-0.01 *	-0.03 *	0.04	0.01 *
<b>Paygrade and Reimbursement</b>						
\$ Spent On Duties (Q51)	0.05	--	--	--	0.05	--
\$ Spent On Housing (Q52)	0.03	--	--	--	0.05	--
E-6 Paygrade	0.05	--	--	--	0.06	--
E-7 Paygrade	0.14	--	-0.07	-0.09	0.11	--
E-8 or Higher Paygrade	0.05	--	-0.03	-0.06	0.02 *	--
<b>Demographic Variables</b>						
Male (Q71)	--	--	0.06	0.06	--	-0.03
Hispanic (Q69)	--	--	--	--	--	0.03
Married (Q72)	--	--	-0.02	--	--	--
Black (Q70)	--	--	-0.11	--	--	--

Appendix Table D-1 (cont.)

	(1) Job Satisfaction (Q49A)	(2) Satisfaction with Leadership (Q42)	(3) Goal Pressures (Scale)	(4) Hours Doing Job(Q9)	(5) Goal Achieve- ment(Scale)	(6) Goals Are Achievable (Scale)
Other Than Black/White (Q70)	--	--	-0.03	--	--	--
Some College Education	--	--	--	--	0.06	--
Associates Degree	--	--	--	--	0.08	--
Bachelors Degree	--	--	--	--	0.06	--
Graduate Degree	0.03	--	--	0.01 *	0.02 *	--
Other Education	--	--	--	-0.02 *	0.004 *	--
<b>Influences on Recruiter Success</b>						
Cars, Telephone Available (Q19h)	--	--	--	--	--	0.08
Paperwork impedes goals (Q19i)	--	--	--	--	0.04	-0.08
Lose Applicants Other Services (Q26)	--	--	--	--	-0.08	-0.06
How Urban Is Market (Q32)	--	--	--	--	0.05	0.04
Number of Seniors in Market (Q33)	--	--	--	--	--	0.12
Seniors' Job Prospects (Q38)	--	--	--	--	--	-0.05
Military Versus Civilian Pay (Q39)	--	--	--	--	--	0.07
Mileage Limit Impedes Job (Q24e)	--	--	--	--	0.04	--

\* Not Statistically Significant at the .05 level

Appendix Table D-2  
 Standardized Coefficients for Weighted Least Squares Regression (Experienced Recruiters with Goals) -- Service Branch Only

	(1) Job Satisfaction (Q49A)	(2) Satisfaction with Leadership (Q42)	(3) Goal Pressures (Scale)	(4) Hours Doing Job (Q9)	(5) Goal Achievement (Scale)	(6) Goals Are Achievable (Scale)
Active Navy	0.08	0.04	0.03 *	-0.11	0.19	0.27
Marine Corps	0.07	0.13	0.04	0.10	0.15	0.18
Active Air Force	0.06	0.04	0.03	-0.17	0.19	0.16
Coast Guard	0.12	0.05	-0.18	-0.15	0.09	0.08
Army Reserve	0.08	-0.03	-0.01 *	-0.06	0.18	0.04
Army National Guard	0.36	0.04	0.02 *	-0.31	0.27	0.20
Navy Reserve	0.15	0.04	0.02 *	-0.18	0.19	0.13
Air Force Reserve	0.10	0.03	-0.06	-0.12	0.09	0.07
Air National Guard	0.20	0.10	-0.16	-0.20	0.14	0.15

\* Not Statistically Significant at the .05 level