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ANALYSIS OF THE U.S. NAVY FOOD SERVICE RECRUITING PROGRAM

PART II: THE FEASIBILITY OF RECRUITING COOKS FROM CIVILIAN VOCATIONAL AND TECHNICAL SCHOOLS

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survey. Overall, 13% (or 177 students) reported that they were likely to join the Navy. Extrapolating this ratio to the other 4,000 vocational/technical schools in the United States indicates that approximately 18,000 qualified students have interest in the Navy food service program.

Interest in the Navy was highest among males; those with a relative who has served in the Navy; those living in coastal areas; and those in the ninth, tenth, or eleventh grades. It is recommended that members of Navy Food Management Teams undertake an experimental recruiting program at some of these schools.

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PREFACE

This study was conducted by the Behavioral Sciences Division, Science and Advanced Technology Laboratory (SATL), of the U.S. Army Natick Research and Development Center, in response to the United States Navy Requirement N 83-18, Navy Food Service Recruiting Program. Mr. Knight contributed to this effort under an Intergovernmental Personnel Agreement between Natick R & D Center and Cape Cod Community College. Currently Mr. Knight is an Associate Professor at the School of Hotel Administration, Cornell University.

This study was conducted by mail at a number of vocational and technical schools. The authors wish to thank the food service educators who nominated schools, the vocational directors who administered the questionnaires, and the students who completed them.

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TABLE OF CONTENTS

	Page
Preface	iii
List of Tables	vii
Introduction	1
Method	1
Results	4
Profile of Students Surveyed	4
Percent Likely to Join the Navy as Foodservice Workers	4
Factors that are Characteristic of Students who are Likely to Join the Navy as Foodservice Workers	5
Schools with the Highest and Lowest Potential as a Recruiting Source	7
Attitudes Toward the Navy as Related to Grade in School	11
Conclusions	11
Recommendations for Future Research	13
References	14
Appendix: National Survey of Individuals Planning a Career in Foodservice	15

LIST OF TABLES

	Page
Table 1. Subject Population	2
Table 2. Percent of Students Likely to Join the Navy as a Foodservice Worker	4
Table 3. Percent of Students by School Likely to Join the Navy as a Foodservice Worker	5
Table 4. Factors Characteristic of Students Likely to Join the Navy as a Foodservice Worker	6
Table 5. Factor Analysis of Variables Influencing Students to Join the Navy as a Foodservice Worker	8
Table 6. Schools with a High Potential as a Recruiting Source Based on Percent of Students Having Relatives Who Served in the Navy	9
Table 7. Schools with a Low Potential as a Recruiting Source Based on Percent of Students Having No Relatives Who Served in the Navy	9
Table 8. Schools with a High Potential as a Recruiting Source Based on a High Percent of Male Students.	10
Table 9. Schools with a Low Potential as a Recruiting Source Based on a Low Percent of Male Students	10
Table 10. Schools with the Highest Potential as a Recruiting Source	10
Table 11. Schools with the Lowest Potential as a Recruiting Source	11
Table 12. Mean Student Response by Grade	12
Table 13. Percent of 11th Grade Students by School Likely to Join the Navy as a Foodservice Worker	12

**ANALYSIS OF THE U.S. NAVY FOODSERVICE RECRUITING PROGRAM, PART II:
THE FEASIBILITY OF RECRUITING COOKS FROM CIVILIAN
VOCATIONAL AND TECHNICAL SCHOOLS**

Introduction

It has been asserted that an individual derives satisfaction from jobs that permit him to use his skills and abilities (Vroom, 1964).¹ Part I of this study (Salter, et al., 1984), however, found that 45% of a sample of Navy enlistees did not have prior foodservice training or work experience.² In addition, a large number did not want to become cooks. Salter, et al., (1984) found that many MS's ended up as cooks either because their recruiters told them that was the only rate for which they qualified or they qualified for more and chose MS as the best of those. Recruiters often communicate incomplete information to prospective enlistees, and the enlistees are not able to match their skills with the needs of the Navy. If they find themselves stuck in foodservice but feel unsuited to it, this may produce a negative attitude toward the Navy and towards the foodservice program. Therefore, the US Navy should be interested in developing a more effective foodservice recruiting program in which it can recruit more qualified enlistees.

The Behavioral Sciences Division of the US Army Natick Research and Development Center has considered civilian vocational and technical schools with foodservice programs as likely sources from which to recruit Navy cooks. Recruiting from these schools may be advantageous since many of the students (1) are taking foodservice courses, and (2) have decided to work in the foodservice industry as a career. Therefore, the job would be matched to the individual's interests and qualifications, which should lead to greater morale and productivity.

This technical report will serve two purposes: (1) it will identify the types of schools with the highest potential as a recruiting resource for the Navy foodservice program and (2) it will list by name some schools with the highest potential and some with the lowest potential for immediate recruitment. These schools can be used in the future for a controlled study of the effectiveness of recruiting materials and/or techniques.

Method

Ten leading foodservice educators were contacted by letter or phone, one from each of ten regional areas (Massachusetts, Vermont, Minnesota, Michigan, Colorado, Florida, New York, Washington, Northern California, and Southern California) in order to identify schools from which the Navy might recruit trained foodservice personnel. Each regional leader recommended ten vocational/technical schools at which recruiting might take place by Navy recruiters. A total of 100 schools participated in the project.

Surveys were sent by mail (see Appendix A for a copy of the survey questionnaire) to the vocational director of each potential school who then distributed the surveys to the students in the foodservice career program.

Forty out of the one hundred schools responded to the survey. (See Table 1 for a list of the schools which responded.) As can be seen from Table 1, the number of students who enrolled in the foodservice program varied in each school. However, the sample population was representative of a broad cross-section of students at vocational and technical schools from each of the ten regional areas. Approximately 63% (25) of the 40 schools surveyed are located on the coast and 37% (15) are located in the inland area.

Table 1. Subject Population

<u>School</u>	<u>Location</u>	<u>N</u>
McCann Technical School	North Adams, MA	24
Cape Cod Regional Technical High School	Harwich, MA	10
Minuteman Regional Vocational High School	Lexington, MA	80
New England Culinary Institute	Montpelier, VT	4
Rutland Area Vocational Technical Center	Rutland, VT	37
Emily Griffith Opportunity School	Denver, CO	10
Career Education Center	Denver, CO	30
Withlacoochee Vocational Technical Center	Inverness, FL	16
St. Petersburg Vocational Technical Institute	St. Petersburg, FL	38
Ridge Vocational Technical Center	Haines City, FL	20
Branch Institute District Vocational	Coldwater, MI	25
Ottawa Area Vocational Center	Holland, MI	46
Franklin High School	Livonia, MI	76
East Beltine Skill Center	Grand Rapids, MI	84
Northwestern Michigan College	Traverse City, MI	10
Food Vocational Center	Westland, MI	71
Paul Smith's College	Paul Smith, NY	87

Table 1. Subject Population (Continued)

<u>School</u>	<u>Location</u>	<u>N</u>
Tri City Area Vocational Center	Kennewick, WA	34
Wenatchee High School	Wenatchee, WA	8
Bainbridge High School	Bainbridge Island, WA	14
Gov. John Rogers High School	Puyallup, WA	13
Roosevelt High School	Seattle, WA	17
Port Angeles High School	Port Angeles, WA	38
Martin County Coop Center	Fairmont, MN	16
Secondary Vocational Education Duluth Public Schools	Duluth, MN	24
East Range Vocational Center	Virginia, MN	45
Oakland Vocational Coop Center	Cambridge, MN	15
Hennipin Technical Center	Brooklyn Park, MN	34
Mt. Diablo High School	Concord, CA	19
Wright Brothers Career Center	San Diego, CA	24
Las Plumas High School	Oroville, CA	16
West Valley College	Saratoga, CA	46
Orange Coast College	Costa Mesa, CA	34
Canada College	Redwood City, CA	22
San Diego Community College	San Diego, CA	120
Santa Barbara City College	Santa Barbara, CA	29
Edison High School	Huntington Beach, CA	26
Cypress College	Cypress, CA	38
Los Angeles Trade Technical College	Los Angeles, CA	45
Diablo Valley College	Pleasant Hill, CA	<u>50</u>
	TOTAL	1,395

Results

Profile of Students Surveyed

A total of 1395 students completed the survey. There were 20 ninth graders, 110 tenth graders, 342 eleventh graders, 389 twelfth graders, 464 college students, and 70 students checked the category "other" on the survey. Of the total subjects, 50.4% were male and 49.6% were female. The majority, 89%, of the students were single while only 7.4% were married, and 3.5% were divorced. Most respondents, 75.8%, had worked within the foodservice industry and 43% had taken foodservice courses to become a cook/chef.

Percent Likely to Join the Navy as Foodservice Workers

Sixty-eight percent of the students reported that they were unlikely to join the Navy as foodservice workers, 19% reported that they were unsure, and 13% reported that they were likely to join (see Table 2). Thirteen percent

Table 2. Percent of Students Likely to Join The Navy as a Foodservice Worker

<u>Category</u>	<u>Percent</u>
Very Unlikely	58.9
Moderately Unlikely	5.2
Slightly Unlikely	4.2
Unsure	19.0
Slightly Likely	4.2
Moderately Likely	3.2
Very Likely	5.3

may seem low, but in reality, it is a substantial number of the students. Thirteen percent of the 1395 students surveyed is 177 students. It is important to note that only 40 schools were surveyed, and there are approximately 4000 vocational/technical schools in the United States. If these figures are generalizable to the other schools, then approximately 17,700 qualified students should indicate an interest in joining the Navy as a foodservice worker. This number exceeds the number of trained foodservice personnel that the Navy needs in the foodservice program.

Table 3 lists the schools surveyed where at least 15% of the students are likely to join the Navy as foodservice workers. What is notable is the location of these schools. Nine out of the 13 schools are located on the coast (Massachusetts, Washington, California, and Florida) as opposed to the inland area.

Table 3. Percent of Students by School Likely to Join The Navy as a Foodservice Worker (\geq 15% Likely)

<u>School</u>	<u>Location</u>	<u>% Likely</u>	<u>% Unsure</u>	<u>N</u>
McCann Technical School	MA	41.7%	16.7%	24
St. Petersburg Vocational Technical Institute	FL	32.4%	29.7%	38
Ridge Vocational Technical Center	FL	50.0%	25.0%	20
Cape Cod Regional Technical High School	MA	22.2%	11.1%	10
Bainbridge High School	WA	25.0%	25.0%	14
Los Angeles Trade Technical College	CA	22.5%	10.0%	45
Food Vocational Center	MI	20.3%	30.4%	71
Ottawa Area Vocational Center	MI	17.4%	28.3%	46
East Beltine Skill Center	MI	23.7%	16.2%	80
Gov. Rogers High School	WA	16.7%	41.7%	12
Rutland Area Vocational Center	VT	15.2%	18.2%	33
Diablo Valley College	CA	15.0%	15.0%	47
Minuteman Regional Vocational High School	MA	15.4%	29.5%	78

Factors that are Characteristic of Students Who are Likely to Join the Navy as Foodservice Workers

If traits that are associated with individuals likely to enlist in the Navy as foodservice workers can be identified, then recruiting programs could be directed toward individuals with these traits. The students who reported that they were very or moderately likely to join the Navy as foodservice workers were compared to those who reported that they were very or moderately unlikely to join. It can be seen from Table 4 that males (66.1%) are more likely to join the Navy than females (33.9%). Students who have one or more close relatives who have served in the Navy (54.5%) are more likely to join

Table 4. Factors Characteristic of Students Likely to Join the Navy as a Foodservice Worker

Factor	% Likely to Join (top 2)*		P of χ^2
	Male	Female	
1. Sex	66.1	33.9	p < 0.001
	One or More Relatives	No Relatives	
2. Relatives served in Navy	54.5	45.5	p < 0.01
	Taking Cook Courses	Not Taking Cook Courses	
3. Course to be cook	58.9	41.1	p < 0.001
	Offers Many Benefits	Offers Few Benefits	
4. Navy offers benefits	39.4	16.7	p < 0.001

Factor **	Mean		P of T
	Likely to Join	Unlikely to Join	
5. Feeling about Navy	2.77	4.17	p < 0.001
6. Navy offers benefits	5.14	4.45	p < 0.001
7. Navy pays well	4.61	3.65	p < 0.001
8. Good training for cook	5.18	3.95	p < 0.001
9. Work in foodservice as career	5.55	4.71	p < 0.001
10. Excellent travel benefits	4.86	4.30	p < 0.01
11. Navy would be exciting	4.76	3.24	p < 0.001
12. Like to be cook	5.27	4.12	p < 0.001
13. Good preparation for civilian career in food	4.86	3.81	p < 0.001
14. Would not like rules	4.06	4.75	p < 0.01
15. Life on ship may be good	4.58	3.16	p < 0.001
16. Quality training in Navy	5.16	4.05	p < 0.001
17. Like retirement after 20 years	5.15	4.15	p < 0.001
18. Too much time at sea	4.10	4.55	p < 0.05
19. Like to travel	5.11	3.73	p < 0.001
20. Good foodservice training	5.18	3.90	p < 0.001
21. Good fringe benefits	5.37	4.30	p < 0.001

SCALE: * Likely to join refers to those students who responded that they were very or moderately likely to join the Navy as a foodservice worker (Question 13 on survey).

** Factor 5: 1 - Fantastic, 2 - great; 3 - nice, 4 - fair, 5 - poor, 6 - terrible. Factor 6-21: 1 - Disagree very much, 2 - disagree moderately, 3 - disagree a little, 4 - neutral, 5 - agree a little, 6 - agree moderately, 7 - agree very much

than those who have no relatives who have served (45.5%). Students who are taking foodservice courses to become a cook or chef (58.9%) are more likely to join the Navy as foodservice workers than those who are not taking courses to become cooks or chefs (41.1%) or who are taking managerial foodservice courses.

The students surveyed were asked on a seven-point scale whether they agreed or disagreed with various statements about the Navy (Table 4). Not surprisingly, those who were likely to join the Navy as foodservice workers were more likely to agree with the positive statements and disagree with the negative statements about the Navy than those who were unlikely to join the Navy. For example, the students were asked to respond to the positively phrased statement, "The Navy has good fringe benefits". Those likely to join the Navy gave a mean response of 5.37, between "agree a little" (5) and "agree moderately" (6), while the other students gave a mean response of 4.30, between "neutral" (4) and "agree a little" (5). The students also responded to negatively phrased statements such as, "I probably would not like military rules, regulations, restrictions, etc." The students who were likely to join the Navy rated the statement near "neutral", a mean of 4.06, while the students who were not likely to join the Navy rated the statement near "agree a little", a mean of 4.75 on the 7-point scale.

A factor analysis was performed to reduce into three groups the 18 variables that could influence students to join the Navy (see Table 5). The first group (or factor) identifies variables that attract individuals to join the Navy. These factors include Navy benefits such as good pay, good training, retirement after 20 years of service, and travel benefits. The second group includes variables that relate to the foodservice industry as a career. The third group includes variables that deal with a negative military orientation such as dislike of military regulations, the amount of time at sea, and military pay. The factor analysis shows that variables that influence individuals' decisions about joining the Navy as a foodservice worker can be grouped into three distinct clusters: benefits, commitment to foodservice, and military orientation. Thus, people committed to foodservice and attracted by the Navy's benefits are more likely to join, unless they have a negative reaction to the nature of the military itself.

Schools with the Highest and Lowest Potential as a Recruiting Source

As Table 4 reveals, males with one or more close relatives who have served in the Navy are most likely to join the Navy as a foodservice worker. Table 6 shows the schools surveyed where the students are more likely to join the Navy and at least 40% of the students have one or more relatives who have served in the Navy. Conversely, Table 7 presents the schools where the students are less likely to join the Navy and fewer have relatives who have served in the Navy.

Table 5. Factor Analysis of Variables Influencing Students to Join the Navy as a Foodservice Worker

<u>Variable</u>	<u>Question Number</u>	<u>Factor Analysis Correlation</u>		
		<u>Factor 1 Benefits</u>	<u>Factor 2 Commitment to Foodservice</u>	<u>Factor 3 Military Orientation</u>
<u>First Group</u>				
Navy offers many benefits	12A	0.61	-0.08	0.09
Navy pays well	12B	0.55	-0.12	-0.06
Navy gives good training to become cook	12C	0.61	0.03	-0.04
Navy provides excellent travel benefits	12F	0.59	-0.03	0.11
Navy would be exciting	12G	0.62	0.06	-0.17
Navy provides good preparation for civilian career in foodservice	12I	0.68	0.09	0.01
Life on ship might be good	12K	0.48	0.09	-0.19
Navy would provide good quality training	12L	0.73	-0.02	0.05
Like idea of retirement after 20 years of service	12M	0.37	0.05	0.12
Like opportunity to travel	12P	0.55	0.05	-0.03
Navy foodservice training would be good	12Q	0.68	0.08	0.03
Navy has good fringe benefits	12R	0.65	0.05	0.17
<u>Second Group</u>				
Wish to work in foodservice industry for career	12D	0.01	0.56	0.05
Would like to be a cook/chef as a career	12H	0.06	0.56	-0.05
<u>Third Group</u>				
Like to join Navy	12E	0.29	0.10	-0.31
Would not like the military rules, regulations, restrictions	12J	0.05	-0.00	0.26
There would be too much time at sea	12N	0.05	0.02	0.30
Navy pay is probably worse than civilian pay	12O	-0.06	0.19	0.24

Table 6. Schools With a High Potential as a Recruiting Source Based on Percent of Students Having Relatives Who Served in the Navy

<u>School</u>	<u>Location</u>	<u>% Having Relatives in Navy</u>	<u>% Likely to Join</u>
Cape Cod Regional Technical High School	MA	50.0%	22.2%
Minuteman Regional Vocational High School	MA	47.5%	15.4%
East Beltine Skill Center	MI	44.0%	23.7%

Table 7. Schools with a Low Potential as a Recruiting Source Based on Percent of Students Having no Relatives Who Served in the Navy

<u>School</u>	<u>Location</u>	<u>% Having No Relatives in the Navy</u>	<u>% Not Likely to Join</u>
New England Culinary Institute	VT	75.0%	75.0%
Martin County Coop Center	MN	75.0%	87.0%
Orange Coast College	CA	76.5%	90.0%
Emily Griffith Opportunity School	CO	90.0%	80.0%
Career Education Center	CO	70.0%	58.6%
East Range Vocational Center	MN	64.4%	66.7%
Roosevelt High School	WA	70.6%	88.2%
Oakland Vocational Coop Center	MN	73.3%	73.3%
Wenatchee High School	WA	75.0%	83.3%

The schools where the students are more likely to join the Navy and where the male population is greater than 50% are listed in Table 8. The schools where the students are less likely to join the Navy and where there is a lower male population are listed in Table 9.

To sum up, Table 10 presents the schools with the highest potential as a recruiting source based on the male population, the number with relatives who have served in the Navy and the percent with a positive attitude toward joining the Navy. It is important to note that these schools are located on the coast. The schools with the lowest potential as a recruiting source based on the above factors are listed in Table 11. For the most part, these schools are located in the inland area.

Table 8. Schools with a High Potential as a Recruiting Source
Based on High Percent of Male Students

<u>School</u>	<u>Location</u>	<u>% Male</u>	<u>% Likely to Join</u>
St. Petersburg Vocational Technical Institute	FL	73.6%	32.4%
Cape Cod Regional Technical High School	MA	60.0%	22.2%
Minuteman Regional Vocational High School	MA	56.3%	15.4%

Table 9. Schools with a Low Potential as a Recruiting Source Based
on a Low Percent of Male Students

<u>School</u>	<u>Location</u>	<u>% Male</u>	<u>% Not Likely to Join</u>
Martin County Coop Center	MN	37.5%	87.5%
Branch Institute District Vocational School	MI	36.0%	62.5%
Career Education Center	CO	40.0%	58.6%
Franklin High School	MI	44.7%	68.6%
Secondary Vocational Education Duluth Public Schools	MN	29.2%	70.8%
East Range Vocational Center	MN	15.6%	66.7%
Roosevelt High School	WA	29.4%	88.2%
Oakland Vocational Coop Center	MN	13.3%	73.3%
Port Angeles High School	WA	29.5%	65.7%

Table 10. Schools with the Highest Potential as a Recruiting Source

<u>School</u>	<u>Location</u>	<u>% Male</u>	<u>% Having Relatives in Navy</u>	<u>% Like to Join the Navy</u>
Cape Cod Regional Technical School	MA	60.0%	50.0%	22.2%
Minuteman Regional Vocational High School	MA	56.3%	47.5%	15.4%

Table 11. Schools with the Lowest Potential as a Recruiting Source

<u>School</u>	<u>Location</u>	<u>% Male</u>	<u>% Having no Relatives in the Navy</u>	<u>% Not Likely to Join Navy</u>
Career Education Center	CO	40.0%	70.0%	58.6%
East Range Vocational Center	MN	15.6%	64.4%	66.7%
Roosevelt High School	WA	29.4%	70.6%	88.2%
Oakland Vocational Coop Center	MN	13.3%	73.3%	73.3%
Martin County Coop Center	MN	37.5%	75.0%	87.5%

Attitudes Toward the Navy as Related to Grade in School

The attitude toward the Navy appears to be related to grade in school. A similar relationship exists between grade and probability of joining the Navy (see Table 12). As can be seen in Table 12, college students are the least likely to join the Navy and have the most negative attitude toward the Navy. Therefore, it is more promising to recruit 9th, 10th, and 11th grade students who have a more positive attitude toward the Navy.

Table 13 contains the schools where at least 15% of 11th grade students indicated that they were likely to join the Navy as a foodservice worker. Many of these schools are also located in the coastal regions.

In sum, it is more effective to recruit students who have a more positive attitude toward the Navy. It has been shown that these individuals are more likely to be male, to have one or more relatives who have served in the Navy and/or to be in the 9th, 10th, or 11th grade. A match between the students' needs and the needs of the Navy could be achieved by recruiting individuals who have a more positive attitude toward the Navy. Thus, the Navy would better satisfy these individual needs and these individuals would better satisfy the Navy's needs.

Conclusions

1. It is important for the Navy to recruit qualified people for the foodservice program. When an enlistee is matched to his job, there should be an increase in job performance and an increase in satisfaction with the Navy. When people are assigned to a job for which they are not qualified, they tend to become frustrated with the job.
2. Civilian vocational and technical schools are potential sources from which to recruit Navy foodservice workers because the students already possess the job skills and work experience required for a Navy foodservice career and desire to work in foodservice as a career. Therefore, their interests and qualifications will be matched to the needs of the Navy.

Table 12. Mean Student Response by Grade

Factor	Mean by Grade				
	9th & 10th	11th	12th	College	P
1. Likely to join Navy as foodservice worker*	2.81	2.60	2.43	2.01	p < 0.001
2. Navy pays well **	4.02	4.18	4.16	3.46	p < 0.001
3. Good training for cook	4.56	4.46	4.39	3.91	p < 0.001
4. Quality training in Navy	4.52	4.44	4.44	4.17	p < 0.05
5. Navy pay worse than civilian pay	4.36	3.79	3.87	4.56	p < 0.001

SCALE

* Factor 1: 1 - Very unlikely, 2 - moderately unlikely, 3 - slightly unlikely, 4 - unsure, 5 - slightly likely, 6 - moderately likely, 7 - very likely.

** Factors 2-5: 1 - Disagree very much, 2 - disagree moderately, 3 - disagree a little, 4 - neutral, 5 - agree a little, 6 - agree moderately, 7 - agree very much.

Table 13. Percent of 11th Grade Students by School Likely to Join the Navy as a Foodservice Worker (> 15% Likely)

School	Location	% Likely	% Unsure	N
McCann Technical School	MA	23.1%	0%	13
Edison High School	CA	20.0%	20.0%	5
Ridge Vocational Technical Center	FL	50.0%	16.7%	6
Ottawa Area Vocational Center	MI	20.8%	29.2%	24
Bainbridge High School	WA	25.0%	25.0%	8
Food Vocational Center	MI	20.0%	36.7%	30
East Beltine Skill Center	MI	17.8%	24.4%	45
Withlacoochee Vocational Technical Center	FL	16.7%	25.0%	12
Rutland Area Vocational Center	VT	18.8%	12.5%	16
Minuteman Regional Vocational High School	MA	16.0%	28.0%	25

3. In this study, 13% of the students surveyed reported that they were likely to join the Navy as a foodservice worker. Those students who have a more positive attitude toward the Navy tend to be male, to have one or more relatives who have served in the Navy, to have taken foodservice courses to become a cook/chef and to be in the 9th, 10th, or 11th grade. This represents a pool of several thousand students nation-wide who are potential recruits.

4. The civilian vocational and technical schools with the highest potential as a recruiting source tend to be located in the coastal area. However, the data show that some schools in the inland area are likely sources from which to recruit Navy cooks. Therefore, the majority of the effort should be directed toward civilian vocational and technical schools on the coast, but the schools in the inland area should not be ignored.

Recommendations for Future Research

This report indicates that vocational-technical schools have a large number of qualified people interested in joining the Navy as MS's. To see if recruiting in such schools would produce substantial results, it is recommended that members of the Food Management Teams (FMT) undertake an experimental recruiting program at a selected sample of these schools.

Specifically, it is suggested that from 5 to 10 schools on the west coast and from 5 to 10 schools on the east coast be visited. Most of these schools could be in the vicinity of the FMT's home bases, to cut down travel time and expense, although the two schools with the highest enlistment interest as reported here (Cape Cod Regional Technical High School and Minuteman Regional Vocational High School, both in Massachusetts) should also be contacted. FMT members, two to a team, should spend one day at each school, making a multimedia recruitment presentation, handing out pamphlets, personally interviewing all the students who are interested, and referring them to local recruiters. This should take a total of 30 to 50 workdays at most (15 to 25 per team), including the travel. Then the current enlistment rates could be compared to last year's at the same schools to see if the recruitment program is really more productive. The same approach could be used to compare different forms of recruiting materials with regard to relative effectiveness. If it proves productive, a regular program of food management team recruiting at vocational-technical schools could be instituted on an indefinite basis.

References

1. Vroom, Victor. Work and Motivation. John Wiley & Sons, Inc.: New York, 1964.
2. Salter, Charles, Lawrence Symington, and Herbert L. Meiselman. Analysis of the US Navy Foodservice Recruiting Program, Part I: Attitudes and Reenlistment Plans of Foodservice Enlistees. NATICK/TR-84/025. US Army Natick Research & Development Center (1984).

APPENDIX

National Survey of Individuals Planning a Career in Foodservice

Please complete the following questions. We thank you for your consideration and assure you that all answers will be kept completely confidential. Thus, please do not put your name on this survey.

1. Grade level (CHECK ONE):

- 9th
- 10th
- 11th
- 12th
- College Student
- Other

2. Sex (CHECK ONE):

- Male
- Female

3. Status (CHECK ONE):

- Single
- Married
- Separated/Divorced

4. Have any of your close relatives ever served in the Navy? (PLEASE CHECK ALL THAT APPLY):

- Father
- Mother
- Brother
- Sister
- Others (specify)
- None

5. Regarding employment in the foodservice industry, I have worked (CHECK ONE):

- Never
- 0-6 Months
- 7-12 Months
- 1-2 Years
- Over 2 Years

PLEASE TURN PAGE.

6. Where have YOU worked within the foodservice industry? (PLEASE CHECK ALL THAT APPLY TO WHERE YOU HAVE WORKED):

- Fast Food Franchise
- Bakery
- Restaurant
- Coffee Shop
- Cafeteria
- Delicatessen
- None

7. I am presently taking or planning to take foodservice courses (PLEASE CHECK ALL THAT APPLY):

- To be a cook/chef
- To be a restaurant manager
- To some day own a restaurant
- To graduate as easily as possible
- To prepare myself for a college foodservice management program
- Other (Specify): _____

8. Regarding my joining the Navy, I (CHECK ONE):

- Would not join the Navy
- Have never thought about joining
- Would like to learn more about joining
- Would join if I could work in foodservice
- Have always intended to join

9. At my present school, Navy recruiters (CHECK ONE):

- Have never come to my school as far as I know
- Come to my school regularly
- Come to my school regularly and talk favorably about Navy foodservice opportunities
- Come to my school but do not talk of Navy foodservice in a positive light
- Come to my school but recruit mainly for other people rather than foodservice students
- I am not in school at present

10. At the present time, my attitude toward the Navy is that (CHECK ONE):

- The Navy offers very few benefits for me
- The Navy offers career training possibilities, but little else
- The Navy offers travel benefits, but little else
- The Navy offers both travel benefits and career training benefits, but little else
- The Navy offers many benefits too numerous to mention
- I really have no attitudes formed

11. My overall feeling about the Navy in general is that (CHECK ONE):

- It is fantastic
- It is great
- It is nice
- It is fair
- It is poor
- It is terrible
- I have no opinion

12. For each of the statements below please choose one of the following answers

1	2	3	4	5	6	7
DISAGREE	DISAGREE	DISAGREE	NEUTRAL	AGREE	AGREE	AGREE
VERY	MODER-	A		A	MODER-	VERY
MUCH	ATELY	LITTLE		LITTLE	ATELY	MUCH

Please circle the appropriate number for each.

- a. The Navy offers many benefits for a young man or woman. 1 2 3 4 5 6 7
- b. The Navy pays well. 1 2 3 4 5 6 7
- c. The Navy can give me good training to become a cook, chef, or restaurant manager. 1 2 3 4 5 6 7
- d. I wish to work in the foodservice industry for my career. 1 2 3 4 5 6 7
- e. I would like to join the Navy as soon as possible. 1 2 3 4 5 6 7
- f. The Navy provides excellent travel benefits for one who joins. 1 2 3 4 5 6 7
- g. Life in the Navy would be exciting 1 2 3 4 5 6 7
- h. I would like to be a cook/chef as my career 1 2 3 4 5 6 7
- i. The Navy would provide good preparation for a future civilian career in foodservice 1 2 3 4 5 6 7
- j. I probably wouldn't like military rules, regulations, restrictions, etc. 1 2 3 4 5 6 7
- k. Life on board ship might be pretty good. 1 2 3 4 5 6 7

PLEASE TURN THE PAGE.

1	2	3	4	5	6	7
DISAGREE	DISAGREE	DISAGREE	NEUTRAL	AGREE	AGREE	AGREE
VERY	MODER-	A		A	MODER-	VERY
MUCH	ATELY	LITTLE		LITTLE	ATELY	MUCH

- l. The Navy would provide me with good quality training. 1 2 3 4 5 6 7
- m. I would like the idea of retirement after 20 years of service. 1 2 3 4 5 6 7
- n. There would be too much time at sea in a Navy career. 1 2 3 4 5 6 7
- o. Navy pay is probably worse than civilian pay. 1 2 3 4 5 6 7
- p. I would like the opportunity to travel the Navy would provide. 1 2 3 4 5 6 7
- q. Navy foodservice training would probably be good. 1 2 3 4 5 6 7
- r. The Navy has good fringe benefits (education, VA, etc.) 1 2 3 4 5 6 7
13. If you were to make a decision today, how likely would you be to join the Navy as a foodservice worker? (CHECK ONE):

- _____ Very unlikely
- _____ Moderately unlikely
- _____ Slightly unlikely
- _____ Unsure
- _____ Slightly likely
- _____ Moderately likely
- _____ Very likely