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

AD-A148 086

PART I: ATTITUDES AND REENLISTMENT PLANS OF FOOD SERVICE ENLISTEES

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In an effort to improve food service recruiting and retention, Navy mess management specialists (MS's) were surveyed about their initial recruitment and their future reenlistment plans. About 42% reported that they did not want to become MS's in the first place, but accepted that rate as an expedient to get into the Navy. They reported receiving little recruitment information about the MS rate and believed that much of what they did receive was biased or untrue. Since inadequate recruiting information can cause later disillusionment, recruiters should be provided with more information about the MS rate,

including visual aids. Only about half of the MS's planned to reenlist. Initially selecting more personnel oriented towards food service careers should lower costs in recruitment and training while improving morale and productivity. Many background factors were discovered to predict reenlistment plans. For example, older, married soldiers from small towns and those who have some college education were more likely to reenlist. Those planning to stay cited military benefits as a primary reason, while those planning to get out cited dissatisfaction with supervision and job conditions. To keep career people, therefore, the Navy should seek to maintain military benefits while trying to improve job conditions.

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. It was conducted ashore at the Mess Management Specialist "A" and "C" courses at the Naval Training Center in San Diego, CA. Data were also collected afloat on a number of ships at the San Diego Naval Base, CA.

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Introduction

From time to time, the Navy has experienced difficulty in recruiting and retaining sufficient cooks (Mess Management Specialists – MS's). Recently, a reeenlistment bonus of $1,500 has been used as an incentive to attract and keep seamen in the specialty, and initial recruiting efforts have been intensified. Although this approach has ensured a sufficient quantity of personnel, there has been some doubt as to their qualifications and willingness to be MS's. The purpose of this study is twofold: (1) to improve MS recruiting, ensuring quality as well as quantity, and (2) to identify early the cooks who are most likely to reenlist in the MS rate.

Cook Recruiting

How Recent Enlistees were Recruited

In May 1981, questionnaires were administered to 208 MS's in "A" school in San Diego. For the most part, these were recent enlistees who, just after boot camp, were being trained for the MS specialty. The "A" school curriculum covers food handling, recipes, cooking equipment, and food preparation. See Appendix A for a copy of the questionnaire used. In September 1981, a similar questionnaire (see Appendix B) was given to 153 other "A" school trainees and a group of 191 more senior MS's ("C" school students, MS's working in the fleet, and those in shore installations, most of whom had already reenlisted at least once). The MS "C" school is a 7-week advanced course in food preparation. Questionnaire results from both the May and September groups were so similar that the results from both samples were combined (see Table 1).

Results reveal that in the combined samples, only 44% wanted to become a Navy MS. Almost as many (42%) wanted to be something else. Only 14% had no opinion either way. This means that almost half of MS's report that they did not want to become MS's in the first place. This has disturbing implications for morale and job satisfaction.

How, then, did they all become cooks? Only 31% went to the recruiter intending to become cooks originally. Twenty percent qualified for two or more rates but preferred the MS rate. About 10% wanted to join the Navy immediately and so accepted the MS specialty, because that was their only way in. Ten percent began their Navy careers in other specialties and struck for the MS rate later. The other reasons were all less common.

Those in the first sample who had a choice of entering the Navy in a rate other than MS were asked why they chose MS instead. Of these, 24% said it was because they liked to cook, 21% said that it would provide them the career development they wanted, 17% said it was because of their past experience in food service, and 12% said it was for the benefits provided by the Navy, for example, the reenlistment bonus.

Table 1. How MS's Report Being Recruited

			Total	Per-centage
1.	When you went to the recruiter did you			
	a.	not care what rate you received?	77	14%
	b.	want to be something other than a cook?	227	42%
	c.	want to be a Navy cook?	236	44%
		TOTAL	540	100%
2.	Why did you become a Navy cook?			
	a.	I wanted to be a Navy cook (MS) when I went to the recruiter.	160	31%
	b.	I was told being a cook (MS) was the only rate available if I wanted to join immediately.	50	10%
	c.	I was told being a MS was one of two or more rates available if I wanted to join immediately.	32	6%
	d.	I was told that MS was the only rate I qualified for.	40	8%
	e.	I was told I qualified for two or more rates, and I chose MS.	103	20%
	f.	I went to boot camp without a rate and I picked MS there.	42	8%
	g.	I went to boot camp without a rate and I had no choice in my MS rating.	36	7%
	h.	I went to A school from my ship/shore station (struck for MS).	53	10%
		TOTAL	516	100%
3.	Did the recruiter give you a booklet to read about MS?			
	a.	Yes	108	20%
	b.	No	430	80%
		TOTAL	538	100%
4.	Did the recruiter show you a film about MS?			
	a.	Yes	62	11.5%
	b.	No	477	88.5%
		TOTAL	539	100.0%
5.	Did you talk to an MS at the recruiting station or the test center (AFEES)?			
	a.	Yes	54	10%
	b.	No	442	85%
	c.	Don't know	27	5%
		TOTAL	523	100%

Responses to the last portion of Table 1 reveal that prospective enlistees are not getting very much information about the MS rate. Fully 80% did not see a booklet on the MS specialty, 85% did not get to talk to an MS, and 89% did not get to see a film on the rate.

Recruiting Information Provided

Because of the apparent lack of organized recruiting materials, it is important to define the type of information prospective MS's receive from their recruiter. In addition to the questions in Table 1 that were asked of both sample groups, the 208 "A" school students (the first group) were asked other questions about their recruitment. Thirty percent of these report that their recruiter or classifier told them they could switch rates in boot camp, and 8% actually did try, unsuccessfully, to do so. Table 2 reveals other details of the MS job that were told to them by their recruiters or classifiers.

Over half (52%) were told that Navy cooking was a good job, 37% were told that it was a good way to learn a skill or trade, and 32% were told they'd have lots of time off.

Only 39% were given negative information (that the work hours are long), while 19% said they were told very little, and 18% said they were told nothing. Only 19% seemed to feel that they had been given a good deal of information.

Table 2. Information Given by Recruiters

		% Reporting They Heard This
1.	That MS is a good job.	52%
2.	That MS's work long hours.	39%
3.	That it's a good way to learn a skill or trade.	37%
4.	That MS's have lots of time off.	32%
5.	A lot of details about being an MS.	19%
6.	Very little about being an MS.	19%
7.	Nothing about the job.	18%
8.	Other	30%

NOTE: Percents are based on the 208 MS's in the first sample. The percents do not sum to 100 because each MS could give miltiple answers.

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The first survey revealed some general inadequacies in recruiting information. But to get more details about exactly what types of information were being given or withheld, a detailed questionnaire (see Appendix C) was given to the 344 MS's in the second group. For each of 43 general characteristics about the MS job and lifestyle, respondents were asked if the characteristic was mentioned by the recruiter--had they been told the truth, the opposite, or nothing regarding that topic? Many of the questions were phrased in the accurate direction, while some were phrased in the incorrect direction. The results are in Table 3.

As revealed in the last column of Table 3, the most obvious finding is that the majority of potential recruits were told nothing about most of the topics. For example, about 80% were told nothing about food service equipment (item 20), working conditions in the galley and bakery (item 17), the quality of an MS's co-workers (item 12), the chances for MS's to earn recognition (item 25), and the amount of MS inspections and duties (item 26). About 70% were told nothing about the quality of MS supervision (item 11), the quality of the enlisted quarters on board ship (item 16), and the work schedule when underway (item 33).

The information most commonly provided by recruiters dealt with the Navy in general rather than with the MS rate in particular. About 55% were told that Navy training is good (item 8), 67% that the Navy provides lots of adventure (item 19), 68% that you make a lot of friends in the Navy (item 40), 69% that sailors can retire after 20 years of service (item 36), 78% that Navy fringe benefits are good (item 37), and 58% that sailors must obey a lot of military rules and regulations (item 32). With the exception of the last item, the most commonly provided information was of a positive nature.

Any information provided specifically about the MS rate was also mostly positive. For example, 35% were told that MS's have lots of time off (item 3), 41% were told that MS's get an enlistment bonus (item 4), 51% that MS's get reenlistment bonuses (item 5), 64% that MS experience qualifies one for a good civilian job later (item 9), and 41% that MS is one of the best rates in the Navy (item 21). Very little negative information was given about the MS rate. About 6% were told that food service work is routine and boring (item 18), 15% that when underway one works seven days a week (item 33), and 18% that MS's work long shifts (item 2).

While the accuracy of some of these points can be debated, the overall point is clear -- prospective recruits are typically given little information about the MS rate. What information is given is primarily positive. This gives the impression that recruiters are more inclined to "sell" recruits on the MS rate, perhaps to fill quotas, than to provide balanced and accurate information so that the best match between a recruit's interests and the Navy's needs can be found.

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Table 3. Information About the MS Rate Provided by Recruiters

Item	Average Agreement with Statement*	% Told This	% Told the Opposite	% Told Nothing
1. You can switch rates in boot camp	−	22	10.2	67.8
2. MS's have short work shifts	2.5	16.9	18.2	64.9
3. MS's have lots of time off	4.0	34.5	13.5	52.0
4. MS's get an enlistment bonus	−	41.3	3.5	55.2
5. MS's get reenlistment bonuses	−	51.4	2.2	46.4
6. MS's don't stand other watches like fire watch, etc.	4.7	28.5	8.9	62.7
7. MS's learn a useful skill or trade	5.5	56.5	2.0	41.5
8. Navy training is poor	3.3	2.0	54.9	43.1
9. MS experience qualifies you for a good civilian job later	5.1	64.4	1.3	34.3
10. MS career is challenging	5.2	45.8	3.3	51.0
11. MS supervisors are helpful	4.3	27.0	4.0	69.0
12. MS's have good coworkers	5.1	22.1	3.0	74.9
13. MS's work with people rather than just machines	5.8	36.7	2.4	60.0
14. MS's spend a lot of time at sea	5.4	36.3	8.3	55.3
15. Life on board ship is pretty good	3.0	34.5	9.9	55.6
16. Enlisted quarters on board ship are poor	4.9	10.6	17.5	71.9

*Based on range from strongly disagree to strongly agree
  Where 1 = Strongly disagree
        4 = Unsure
        7 = Strongly agree

Table 3. Information About the MS Rate Provided by Recruiters (cont'd)

Item	Average Agreement with Statement*	% Told This	% Told the Opposite	% Told Nothing
17. It's very hot and noisy in the galley and bakery	4.5	14.3	6.0	79.7
18. Food service work is routine and boring	3.7	5.6	16.3	78.1
19. You'd have lots of adventure	5.0	66.9	1.3	31.8
20. Food service equipment is in very poor condition	4.7	3.6	17.2	79.1
21. MS is one of the best rates in the Navy	4.5	40.5	5.3	54.2
22. Civilian jobs are hard to get	3.8	33.1	18.2	48.7
23. MS's have a poor chance for promotion	3.4	8.4	43.1	48.5
24. Promotions come fast for MS's	3.3	38.1	6.4	55.5
25. MS's earn a lot of recognition (medals, etc.)	3.4	10.3	3.7	86.0
26. MS's have fewer inspections and other duties	2.4	11.1	11.8	77.0
27. "A" school is easy	5.2	27.2	15.4	57.4
28. "A" school training doesn't prepare you for real Navy cooking	6.1	8.7	20.7	70.7
29. The Navy needs more cooks very badly	6.0	53.5	2.0	44.5
30. People think more highly of MS's than they do the average Navy rate	2.9	18.4	8.7	72.9
31. Cooks are popular among the other enlisted men	2.8	37.7	8.3	54.0
32. You have to obey a lot of military rules and regulations	-	57.6	3.0	39.4

Table 3. Information About the MS Rate Provided by Recruiters (cont'd)

Item	Average Agreement with Statement*	% Told This	% Told the Opposite	% Told Nothing
33. When underway, you work seven days a week	5.0	14.9	18.5	66.6
34. MS was the only rate that could get you into the Navy quickly	-	19.0	9.0	72.0
35. MS was the only rate you qualified for	-	15.3	40.5	44.2
36. Sailors can retire after only 20 years of service	-	69.3	3.6	27.1
37. Navy fringe benefits educational, VA, etc.) are good	5.3	78.4	1.6	20.0
38. You can switch rates after boot camp	3.6	28.2	10.3	61.5
39. Navy pay is better than civilian pay	2.8	18.2	21.5	60.3
40. You make a lot of friends in the Navy	5.6	68.0	1.3	30.7
41. MS's really contribute to the overall Navy mission	4.8	35.5	3.7	60.8
42. MS's can pick their own work hours	3.3	4.0	20.7	75.3
43. Cooks can improve morale in the Navy	5.5	30.5	2.1	67.4

MS's Later Attitudes toward Recruiting Information

Regardless of the objective accuracy of all these points, what are the subjective opinions of the MS's after they've been in the rate a while? Do they feel that were given a correct view of the rate or that they were misled? To find out, a questionnaire called Description of U.S. Navy Cook (MS) Job (see Appendix D) was given to 196 of the more senior MS's in the second group. This questionnaire asked how much they agreed with the various statements sometimes given by recruiters. Their answers were given on a 7-point scale where 1 – strongly disagree, 2 – moderately disagree, 3 – slightly disagree, and 4 – unsure, 5 – slightly agree, 6 – moderately agree, and 7 – strongly agree. Their average agreement scores are listed in the first column of Table 3. Some questions on Table 3 deal with matters of fact rather than of opinion, for example, that sailors must obey military regulations and that 20 years of service can qualify them for retirement, and so respondents were not asked how much they agreed with these.

The responses reveal some similarities between what recruiters say and what experienced MS's report their jobs are really like. For example, both agree that MS's learn a useful skill or trade (item 7), Navy training is good (item 8), the MS career is challenging (item 10), MS's spend a lot of time at sea (item 14), sailors have lots of adventure (item 19), MS is one of the best rates in the Navy (item 21), MS's have a good chance for promotion (item 23), Navy fringe benefits are good (item 37), you can make a lot of friends in the Navy (item 40), and MS's really contribute to the overall Navy mission (item 41).   On all of these items, at least a third of recruiters shared that bit of information and the average MS agreed with it. Almost all of these items concern positive information.

However, there are a lot of items on which MS's agree among themselves, but that the vast majority of recruiters do not mention. First, on the positive side of the scale, most recruiters failed to mention that MS's do not stand other watches (item 6), MS's have good co-workers (item 12), "A" school is easy (item 27), and cooks can improve morale in the Navy (item 43).

On the negative side, according to our sample, most recruiters neglected to mention that MS's have long work shifts (item 2), the enlisted quarters on board ship are poor (item 16), it's very hot and noisy in the galley and bakery (item 17), food service equipment is in poor condition (item 20), MS's do not have much chance to earn recognition (item 25), MS's have lots of inspections and other duties (item 26), "A" school training does not adequately prepare MS's for real Navy cooking (item 28), people think less highly of MS's than they do the average Navy rate (item 30), when underway you work seven days a week (item 33), and that Navy pay is not as good as civilian pay (item 39).

Worse yet, at least a third of MS's were told several things that they later perceived not to be true at all. For example, 35% were told that life on board ship is pretty good, but they generally disagreed (item 15). Moreover, 38% were told that promotions come fast for MS's (item 24) and 38% were told cooks are popular among the other enlisted men (item 31)--both of which the average respondent disagreed with.

To sum up, the typical MS believes that his recruiter accurately shared several items of information with him, although many of these items concern the Navy as a whole rather than MS's in particular. The recruiter failed to mention some of the positive things unique to MS's and also failed to mention most of the negative aspects, claiming a few positive things which the MS's later discovered not to be true.

It appears that the recruiters encountered by this sample spoke mainly in positive generalities. They had little specific information about the MS rate and left out even some positive things as well as most negative things. Presenting vague, one-sided images to prospective recruits does little to help the Navy find the people most truly suited to becoming satisfied, productive MS's. Rather it sets the stage for disillusionment and dissatisfaction, as many MS's find their expectations don't match reality. This may be one key reason for the low level of reenlistment in the MS specialty.

MS Reenlistment

Since reenlistment rates for MS's have at times been low, it was considered desirable to discover the characteristics that identify early in their career those MS's most likely to reenlist later. If a group or several subgroups of potential career people could be identified, then recruiting efforts could be directed more heavily toward them in particular. First of all, such an approach should produce economies in the recruiting process, since more people would stay longer and leave fewer openings to fill later. Second, more motivated people should be able to handle training better, thus improving operations in "A" school. And finally, greater morale among the MS's wherever they are assigned should lead to increased productivity and job satisfaction at those stations or ships.

Reenlistment Plans

Of the 344 individuals in the second group sampled, 191 had been in the Navy long enough to be near the end of a current enlistment. When asked about their reenlistment plans (see Table 4), less than a fifth (19.4%) said they

Table 4. Reenlistment Intentions

Definitely plan to reenlist	19.4%
Probably plan to reenlist	23.0%
Slightly plan to reenlist	7.9%
Not sure	22.0%
Slightly plan to get out	2.6%
Probably plan to get out	8.4%
Definitely plan to get out	16.7%
	100.0%

definitely planned to reenlist, while almost as many (16.7%) said they definitely planned to get out. The sum of the first three categories reveals that 50.3% have at least a slightly positive intention towards reenlisting, while 49.7% are unsure or are negative. Of course, such a preliminary expression of intentions does not accurately predict exactly which individuals will ultimately reenlist or get out when the time comes.

Background Factors Predicting Reenlistment

A questionnaire entitled, "U.S. Navy Cook (MS) Background Factors" (see Appendix E) was given to the second group. The responses of those who on the previous question said they would definitely or probably reenlist were contrasted with the responses of those who said they would definitely or probably get out. Those who reported being not sure, "slightly plan to reenlist", or "slightly plan to get out" were not included in this analysis. The questions with significantly different answers are included in Table 5.

Many of the questions on Appendix E did not produce response patterns that were significantly different in the statistical sense. For example, those staying in did not differ much from those getting out with regard to sex, height, weight, father's education, mother's education, desire to succeed, sociability, perceived intelligence, dedication to tasks, perceived leadership ability, having relatives who served in the Navy, having relatives who made a career in the Navy (except for brothers), having relatives in civilian food service, having civilian work experience as a cook, and having had civilian training in food service. Such factors might make a difference in how easily MS's are trained or how well they do their jobs, but these don't predict significantly who will reenlist.

Table 5 reveals that the MS most likely to get out of the Navy is young, white or black (that is, non-Filipino), unmarried, junior in rank, with fewer years of Navy service, raised in the Continental United States in an inland state, raised in a city larger than 25,000, with wealthier parents, with only a high school education at best, with no brother who was a career Navy man, with fewer children, and with experience in fast food franchises as a civilian. Some of these factors, like fewer years of service, are fairly obvious. Others, like the size of the city raised in and having had civilian food service experience, are not.

The opposite pattern of traits, of course, characterizes the MS most likely to reenlist. He is older, a Filipino, married, with more children, more senior in rank, with more years of Navy service, raised in the Phillipines, raised in a rural area or small town of under 25,000 people, of less wealthy parents, with some college education, with a brother who was a career Navy man, and with no civilian food service experience before joining the Navy.

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Table 5. Background Factors and Reenlistment

	Those Reenlisting	Those Getting Out
Age	29.3 years	24.6 years
Ethnic Background: White	44.2%	63.6%
Black	3.9%	13.6%
Filipino	41.6%	13.6%
Other	10.3%	9.2%
Marital Status: Married/living together	75.0%	32.6%
Single/divorced/separated	25.0%	67.4%
Number of Children:	1.3	0.7
Rank: E1 - E4	32.5%	73.9%
E5 - E9	67.5%	26.1%
Years in Navy:	9.1 years	5.0 years
State Raised in: Coastal US	38.5%	57.2%
Inland US	26.1%	33.3%
Philippines	35.4%	9.5%
Size of Community Raised in:		
Rural or town with less than 25,000 people	72.9%	51.1%
City with more than 25,000	27.1%	48.9%
Parents Income: $20,000 or less	32.2%	23.1%
$20,001 or more	25.8%	53.8%
Don't know	42.0%	23.1%
Current Level of Education:		
High School or less	54.7%	68.1%
Some college	45.3%	31.9%
Having a Brother Who Has Made a Career of the Navy:		
Yes	17.7%	0.0%
No	82.3%	100.0%
Civilian Food Service Experience Before Joining the Navy:		
Fast Food	12.5%	33.3%
Other	28.8%	29.2%
None	58.7%	37.5%

Reenlistment of Former Stewards vs. All Other MS's

Table 5 makes it clear that MS's from the Phillipines are far more likely to reenlist than are those of other racial/ethnic groupings. To a large extent, these MS's were formerly stewards in the old system of two mess rates. Since background factors relate so strongly to reenlistment, it is important to know how former stewards differ from other MS's on such factors. Table 6 lists the statistically significant differences. Former stewards are more likely to be older, married, with more children, more senior in rank, with

Table 6. Significant Differences Between Former Stewards and Other MS's

		Former Stewards	All Others
Reenlistment Plans:	Reenlist	82.2%	54.2%
	Get Out	15.8%	45.8%
Age		32.4 years	21.8 years
Sex:	Male	100.0%	92.0%
	Female	0.0%	8.0%
Rank		E 5.0	E 2.6
Years in Navy:		11.0 years	3.1 years
Marital Status:	Married	87.3%	22.6%
	Single	12.7%	77.4%
Children:		1.8	0.4
Size of Community Raised in:			
Rural or town with less than 25,000 people		67.2%	53.2%
City with more than 25,000 people		32.8%	46.8%
Parents Income:			
20,000 or less		77.0%	47.1%
20,001 or more		23.0%	52.9%
Current Level of Education:			
High school or less		50.0%	76.0%
Some college		50.0%	24.0%
Desire to Succeed:			
Low		1.7%	0.0%
Medium		44.1%	23.8%
High		54.2%	76.2%
Having a Brother Who Has Made a Career of the Navy:			
Yes		38.1%	23.8%
No		61.9%	76.2%
Civilian Food Service Experience Before Joining the Navy:			
Yes		14.1%	33.6%
No		85.9%	66.4%

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more years of Navy service, raised in a rural area or small town with less than 25,000 people, of less wealthy parents, with some college education, with a brother who was a career Navy man, and with no civilian food service experience before joining the Navy.

These are precisely the same factors from Table 5 which relate significantly to reenlistment. Since former stewards have greater reenlistment tendencies (84%) than other MS's (54%), it is their influence that makes these background factors significant distinguishers of reenlistment. Therefore, whether or not a person is a former steward or Filipino predicts reenlistment better than any individual background factor or group of factors.

Job Factors Predicting Reenlistment

In addition to background factors, factors of the job itself should relate to retention. To find out which ones might do so, the responses to the questions in Appendix D (Description of Job) of those planning to reenlist were contrasted with the responses of those planning to get out. The results are in Table 7. For each item in Table 7, the first number is the average agreement with that statement among those definitely or probably planning to reenlist. The second number is the average agreement among those definitely or probably planning to get out. These numbers are based on a 7-point scale ranging from 1 – strongly disagree, to 4 – unsure, to 7 – strongly agree. Only those items with statistically significant differences (p< 0.05) are included in Table 7.

Not surprisingly, the group planning to reenlist agrees more with all positive statements regarding the Navy and the MS job, and it disagrees more on all negative statements. The four items with the largest mean difference illustrate this. Those planning to reenlist agree more that the Navy provides good training (item 6), that food service is challenging (item 2), and that they like the idea of retirement after 20 years of service (item 11). They disagree more with the statement, "I don't like military rules and regulations" (item 17). Even though these results show clear trends, however, one problem with interpretation remains: do these job factors affect reenlistment directly, or do those who already plan to reenlist just perceive their jobs differently?

The last section of the questionnaire in Appendix D asks the MS's to go back over the 51 items which relate to the MS job and pick the five most important ones, good or bad, which are influencing their decision to reenlist. The number of "votes" given to each item suggests how widespread its importance is. Table 8 lists the ten most important job related factors among those MS's definitely or probably planning to reenlist. The benefits of Navy service head the list: reenlistment bonuses, retirement after 20 years, and the fringe benefits. Most of these top ten factors relate to the Navy as a whole rather than the MS career itself. However, the idea that the Navy needs more cooks and that food service is challenging were commonly cited.

The most often mentioned factors among those planning to get out are ranked in Table 9. The lack of comparability of Navy pay to civilian pay

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Table 7. Job Factors Distinguishing Those Reenlisting From
Those Getting Out

		Those Reenlisting	Those Getting Out
1.	I frequently get praised for a job well done.	5.3*	4.0
2.	Navy food service is a challenging career.	6.0	4.3
3.	I have a good chance to learn more about cooking through Navy training.	5.8	4.4
4.	The Navy needs more cooks very badly.	6.3	5.5
5.	Sometimes I don't understand what my supervisor is trying to say.	3.4	4.5
6.	The Navy provides MS's with good quality training.	5.2	3.7
7.	My supervisor doesn't treat me fairly.	2.9	3.6
8.	I don't like cooking.	2.1	3.0
9.	I have no say over my work hours.	4.2	5.5
10.	People think more highly of MS's than they do the average Navy rate.	3.2	2.4
11.	I like the idea of retirement after 20 years of service.	6.3	4.8
12.	Civilian jobs are hard to get.	4.3	3.1
13.	MS's have a poor chance to earn recognition.	4.1	5.1
14.	The Navy provides good preparation for a future civilian career in food service.	5.7	5.1
15.	Cooks have the chance to improve morale in the Navy.	6.0	5.3
16.	My work is routine and boring.	3.3	4.4
17.	I don't like military rules and regulations.	2.9	4.7

*Based on a 7-point scale where 1 - strongly disagree, 4 - unsure, and 7 - strongly agree.

Table 7.   Job Factors Distinguishing Those Reenlisting From
Those Getting Out (cont'd)

	Those Reenlisting	Those Getting Out
18. There's little or no chance to change rates.	3.9	4.8
19. The fringe benefits are good.	5.8	4.6
20. MS is one of the best rates in the Navy.	5.0	3.9
21. As an MS, I'm learning a useful skill.	6.1	4.8
22. Life on board ship is pretty good.	3.5	2.5
23. Being in the Navy, I have a lot of adventure.	5.5	4.6
24. When underway, I work seven days a week.	5.4	4.4

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Table 8. The Ten Most Important Job Factors Related to Reenlistment

Item	Rank	% Mentioning It*
1. Reenlistment bonuses	1.5	28.4%
2. Retirement after 20 years	1.5	28.4%
3. Fringe benefits	3	24.7%
4. Work with people rather than just machines	4	17.3%
5. Navy needs more cooks	6	14.8%
6. Good preparation for civilian career	6	14.8%
7. Lots of adventure	6	14.8%
8. Navy food service is a challenging career	9	13.6%
9. Navy pay is better than civilian	9	13.6%
10. Learning a useful skill or trade	9	13.6%

*Based on a total of 81 MS's who plan to reenlist.

Table 9. The Most Important Job Factors Related to Getting Out

Item	Rank	% Mentioning It*
Navy pay is worse than civilian pay	1	31.3%
Do not like military rules and regulations	2	25.0%
Work is routine and boring	3	20.8%
Little appreciation from crew	4	18.8%
Fringe benefits	6.5	16.7%
Enlisted quarters on ships are poor	6.5	16.7%
A lot of time at sea	6.5	16.7%
Life on board ship	6.5	16.7%
No chance to change rates	9.5	12.5%
Don't like cooking	9.5	12.5%

*Based on a total of 48 MS's who plan to get out.

heads the list, followed by a dislike for military rules and regulations. In addition to negative attitudes toward the Navy in general, many aspects of the MS career specifically are cited. For example, those MS's planning to get out complain that the crew shows little appreciation, that they don't like cooking, that the work is routine and boring, and that they don't have the opportunity to change rates even though they really want to. They seem to feel trapped as an MS as long as they stay in the Navy. Getting out is their only option.

A factor analysis was also done to reduce all 51 job factors to a small number of related clusters. The analysis resulted in three key clusters (see Table 10). The first cluster reveals the group of benefits which attract people into Navy service and induce them to remain. MS's wanting to stay in value the training, the career development, and the fringe benefits. The second cluster includes items expressing dissatisfaction with supervision. MS's wanting out agree with negative statements about their supervisors and disagree with positive ones (items 2.1 and 2.6). The third cluster includes items expressing dissatisfaction with the work itself. MS's wanting to leave agree that the job is boring and that they don't like it. They disagree with the idea that the MS rate is one of the best in the Navy. To sum up, Navy benefits induce MS's to reenlist, while dissatisfaction with the supervision and work tend to drive them away.

Table 10. Factor Analysis of Job Variables Related to Retention

Item-Factor Correlation

Item	Factor 1: Benefits	Factor 2: Dissatisfaction W/Supervision	Factor 3: Dissatisfaction W/Work
First Cluster			
1.1 Navy food service is a challenging career	0.66	-0.22	-0.27
1.2 I have a good chance to learn more about cooking through Navy training	0.69	-0.24	0.14
1.3 The Navy provides MS's with good quality training	0.67	-0.08	-0.07
1.4 The Navy provides good preparation for a future civilian career in food service	0.38	-0.16	-0.03
1.5 The fringe benefits are good	0.38	-0.18	0.21
1.6 As an MS, I'm learning a useful skill	0.62	0.04	-0.24
1.7 Being in the Navy, I have a lot of adventure	0.48	0.03	-0.03

Table 10. Factor Analysis of Job Variables Related to Retention (cont'd)

<u>Item-Factor Correlation</u>

Item	Factor 1: Benefits	Factor 2: Dissatisfaction W/Supervision	Factor 3: Dissatisfaction W/Work
Second Cluster			
2.1 I frequently get praised for a job well done	0.27	-0.41	-0.04
2.2 Sometimes I don't understand my supervisor	-0.02	0.43	-0.04
2.3 My supervisor doesn't treat me fairly	-0.05	0.68	0.06
2.4 My supervisor gives me very little instruction or training	-0.13	0.52	0.18
2.5 My supervisor doesn't know how to treat people	0.00	0.80	0.16
2.6 My supervisor really knows a lot about food service	0.24	-0.64	-0.01
2.7 My supervisor plays favorites	-0.11	0.61	0.07
Third Cluster			
3.1 I don't like cooking	-0.17	0.12	0.72
3.2 My work is routine and boring	-0.34	0.05	0.38
3.3 There's little or no chance to change rates even if you really want to	-0.05	0.21	0.51
3.4 MS is one of the best rates in the Navy	0.36	-0.19	-0.40

Conclusions and Recommendations

Conclusions

A. Recruiting

Conclusion #1: About half of MS's report that they did not want to become MS's in the first place. They ended up as cooks either because their recruiter told them that was the only rate they qualified for, or they qualified for more and chose MS as the best of those.

Conclusion #2: The vast majority of prospective enlistees did not see a booklet or film on the MS rate and they did not get to talk to an MS. They got their information directly from their recruiters.

Conclusion #3: The recruiters seemed to know little about the MS rate. They mentioned the Navy-wide benefits and a few positive generalities about being an MS. They failed to mention most negative aspects and claimed some positive things that do not appear to be true. Since recruiters also failed to mention many positive things, their inadequate information appears to reflect lack of knowledge about the rate rather than deliberate distortion.

Conclusion #4: Such incomplete information does not help prospective enlistees to match their interests with the needs of the Navy. It sets the stage for poor rate selection, later disillusionment, and lowered morale.

B. Reenlistment

Conclusion #1: Even when recruiting and reenlistment rates are high, many people are becoming or continuing as MS's who do not like the rate and are not doing as well as others would. Quantity does not guarantee quality.

Conclusion #2: Many background factors predict those most likely to reenlist later. For example, older, married sailors from small towns, with less wealthy parents, some college education, and no prior civilian food service experience are most likely to reenlist. This pattern is characteristic of former stewards, who are more likely to reenlist than any other group.

Conclusion #3: The most important inducements to reenlist are not the job-related factors, but the Navy-wide benefits, such as fringe benefits, reenlistment bonuses, and the chance to retire after 20 years.

Conclusion #4: The most important reasons for getting out are job related, for example, dissatisfaction with supervision and job conditions.

Recommendations

A. Recruiting

The Navy needs to upgrade recruiters' knowledge of the MS rate and/or provide some other means to communicate detailed information to prospective enlistees. One means of accomplishing this would be to provide all recruiters with special brochures, films, filmstrips, or videocassette films. In particular, recruiters should be provided with outlines of topics to cover.

B. Reenlistment

Recommendation #1: To fill the MS ranks with qualified people who will be satisfied with the rate, the Navy should seek to recruit better career people in the first place. This could eventually save money in recruitment, training, productivity, etc., as well as improve morale on the job currently.

Recommendation #2: The Navy should seek to maintain and, if possible, improve the Navy-wide benefits that attract career personnel. It should seek to improve the quality of supervision, perhaps through increased management training, and the quality of job conditions, perhaps through increased property and equipment budgets, to minimize the factors that influence MS personnel to leave the Navy.

APPENDICES

APPENDIX A

Cook (MS) Recruitment Survey

The US Army Natick Center in Natick, Massachusetts conducts food research for
the Department of Defense. We are currently studying the recruitment of cooks
(MSs) for the Navy. This study is aimed at finding out why people like
yourself became cooks. The survey is anonymous; please do not put your name
or ID number on it; please be honest because we need your information to help
us understand the recruiting situation.

1.   When you went to the recruiter did you (circle one number)

     1.   not care what rate you received.

     2.   want to be something other than a cook.

     3.   want to be a Navy cook.

2.   Why did you become a Navy cook? (circle one number)

     1.   I wanted to be a Navy cook (MS) when I went to the recruiter.

     2.   I was told being a cook (MS) was the only rate available if I wanted
          to join the Navy without waiting.

     3.   I was told being a cook (MS) was one of 2 or more rates available if
          I wanted to join the Navy without waiting.

     4.   I was told that cook (MS) was the only rate I qualified for.

     5.   I was told I qualified for 2 or more rates, and I chose cook (MS).

     6.   I went to boot camp without a rate and I picked cook (MS) there.

     7.   I went to boot camp without a rate and I had no choice in my cook
          (MS) rating.

     8.   I was sent to MS (A) school by my ship/shore station.

3.   Were you told by the recruiter or classifier that you could switch rates
     in boot camp?

                    YES _____
                    NO _____

4.   Did you try to switch out of MS in boot camp?

                    YES _____
                    NO _____   PLEASE TURN THE PAGE

5. What did you hear about cooking in the Navy from the recruiter or classifier? (circle ALL numbers that apply)

    1. Nothing.

    2. Good job.

    3. Should not become a cook (MS).

    4. Very little about being a cook (MS).

    5. A lot about being a cook (MS).

    6. Lots of time off.

    7. Long hours.

    8. Short hours.

    9. Learn a skill or trade.

    10. Anything else. (specify) _____

---

6. Did the recruiter give you a booklet to read about MS?

        YES _____
        NO _____

7. Did the recruiter show you a film about MS?

        YES _____
        NO _____

8. Did you talk to an MS at the recruiting station or the test center (AAFES)?

        YES _____
        NO _____

9. If you had more than one choice of rate, why did you choose cook (MS)?

    _____

    _____

    _____

APPENDIX B

U.S. Navy Cook (MS) Enlistment Information

The U.S. Army Natick Center in Natick, Massachusetts conducts food research for the Department of Defense. We are currently studying the recruitment of cooks (MSs) for the Navy. This study is aimed at finding out why people like yourself became cooks. The survey is anonymous; please do not put your name or ID number on it; please be honest because we need your information to help us understand the recruiting situation.

1. When you went to the recruiter did you (circle one number)

    1. not care what rate you received

    2. want to be something other than a cook

    3. want to be a Navy cook

2. Why did you become a Navy cook? (circle one number)

    1. I wanted to be a Navy cook (MS) when I went to the recruiter.

    2. I was told being a cook (MS) was the only rate available if I wanted to join the Navy without waiting.

    3. I was told being a cook (MS) was one of 2 or more rates available if I wanted to join the Navy without waiting.

    4. I was told that cook (MS) was the only rate I qualified for.

    5. I was told I qualified for 2 or more rates, and I chose cook (MS).

    6. I went to boot camp without a rate and I picked cook (MS) there.

    7. I went to boot camp without a rate and I had no choice in my cook (MS) rating.

    8. I struck for the MS rate at my ship/shore station.

3. Did the recruiter give you a booklet to read about MS?

    YES _____   NO _____

4. Did the recruiter show you a film about MS?

    YES _____   NO _____

PLEASE TURN THE PAGE

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5. Did you talk to an MS at the recruiting station or the test center (AFEES)?

    YES _____   NO _____   DON'T KNOW _____

6. If you had more than one choice of rate, why did you choose cook (MS)?

    _____

    _____

    _____

    _____

    _____

    _____

    _____

APPENDIX C

U.S. Navy Cook (MS) Recruiting Information

Now that you've been in the Navy for a while and had some experience as a mess management specialist, we'd like to know what you think about the information on your rate which you received from your recruiter before you joined up.

Please indicate whether your recruiter or classifier discussed or mentioned each of the 43 topics presented below. If neither said something about the topic, please circle "told nothing." If your recruiter or classifier did say something about the topic, please circle the appropriate words to indicate whether they presented the information to you in the way it is stated below or opposite to the way it is stated.

For example, if your recruiter told you that cooks never serve on ships at sea, you'd answer the question as follows:

i. Cooks spend a lot of time at sea.

TOLD THIS   (TOLD THE OPPOSITE)   TOLD NOTHING

If you can't remember whether you were told anything regarding that item or not, please just leave it blank. Otherwise, circle the words of your answer.

DID YOUR RECRUITER TELL YOU THAT:

1. You could switch rates in boot camp?

TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

2. You'd have short work shifts (watches)?

TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

3. You'd have lots of time off?

TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

4. You'd get an enlistment bonus for MS?

TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

5. You'd be eligible for reenlistment bonuses?

TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

PLEASE TURN THE PAGE

6. You wouldn't have to stand other watches like fire watches, security watches quarterdeck watches, etc.?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

7. As an MS you would learn a useful skill or trade?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

8. Navy training is poor?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

9. This rate would qualify you for a good civilian job later?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

10. It was a challenging career?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

11. MS supervisors are helpful?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

12. You'd have good co-workers in foodservice?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

13. You'd have a chance to work with people rather than just with machines?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

14. You'd spend a lot of time at sea?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

15. Life on board ship is pretty good?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

16. The enlisted quarters on board ship are poor?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

17. It's very hot and noisy in the galley and bakery?

           TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

18. Foodservice work is routine and boring?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

19. You'd have lots of adventure?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

20. Foodservice equipment is in very poor condition?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

21. MS is one of the best rates in the Navy?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

22. Civilian jobs are hard to get?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

23. You'd have a poor chance for promotion in your rate?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

24. Promotion comes fast in the MS rate?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

25. You could earn a lot of recognition (medals, citations, etc.) in the MS rate?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

26. MS's have fewer inspections and other duties than enlisted men in other rates?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

27. "A" school is easy?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

28. "A" school training doesn't prepare you for real Navy cooking?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

29. The Navy needs more cooks very badly?

       TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

30. People think more highly of MS's than they do the average Navy rate?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

31. Cooks are popular among the other enlisted men?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

32. You'd have to obey a lot of military rules, regulations, and restrictions?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

33. When under way, you'd work seven days a week?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

34. This was the only rate which would get you into the Navy quickly?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

35. MS was the only rate you qualified for?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

36. You could retire after only 20 years of service?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

37. The fringe benefits of Navy service (educational, VA, etc.) are good?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

38. You could switch rates after boot camp?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

39. Navy pay is better than civilian pay?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

40. You'd make a lot of friends in the Navy?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

41. MS's really contribute to the overall Navy mission?

          TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

42. You'd be able to pick your own work hours?

        TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

43. Cooks have the chance to improve morale in the Navy?

        TOLD THIS   TOLD THE OPPOSITE   TOLD NOTHING

IS THERE ANYTHING ELSE YOUR RECRUITER OR CLASSIFIER TOLD YOU? DESCRIBE

44. _____

     _____

45. _____

     _____

46. _____

     _____

Description of U.S. Navy Cook (MS) Job

Section I.

A. Which enlistment are you currently in? (Circle one):

FIRST   SECOND   THIRD   FOURTH   FIFTH   (OR MORE)

B. What are your current plans regarding reenlistment in the U.S. Navy at
    the end of your present enlistment? (Circle one):

1	2	3	4	5	6	7
DEFINITELY	PROBABLY	SLIGHTLY	NOT	SLIGHTLY	PROBABLY	DEFINITELY
PLAN TO	PLAN TO	PLAN TO	SURE	PLAN TO	PLAN TO	PLAN TO
REENLIST	REENLIST	REENLIST		GET OUT	GET OUT	GET OUT

Section II.

Please read each of the following statements and decide how much you agree
with it. Then, indicate your current feelings about each statement by
circling the number corresponding to the words of your choice on the scale
below. For example, if you strongly agree with the statement, "I frequently
get praised for a job well done," you would circle "7".

1	2	3	4	5	6	7
STRONGLY	MODERATELY	SLIGHTLY	UNSURE	SLIGHTLY	MODERATELY	STRONGLY
DISAGREE	DISAGREE	DISAGREE		AGREE	AGREE	AGREE

1. I frequently get praised for a job well done.   1 2 3 4 5 6 7

2. I have good co-workers in foodservice.   1 2 3 4 5 6 7

3. Navy foodservice is a challenging career.   1 2 3 4 5 6 7

---

4. Navy pay is worse than civilian pay.   1 2 3 4 5 6 7

5. I have long work shifts (watches).   1 2 3 4 5 6 7

6. I have a good chance to learn more about cooking
    through Navy training.   1 2 3 4 5 6 7

PLEASE TURN THE PAGE

1	2	3	4	5	6	7
STRONGLY DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	UNSURE	SLIGHTLY AGREE	MODERATELY AGREE	STRONGLY AGREE

7. The Navy needs more cooks very badly.   1 2 3 4 5 6 7

8. I frequently get criticized for mistakes.   1 2 3 4 5 6 7

9. I do not have many friends in the Navy.   1 2 3 4 5 6 7

10. Being around food all the time tempts me
    to overeat.   1 2 3 4 5 6 7

11. Reenlistment bonuses currently available for
    MS are good.   1 2 3 4 5 6 7

12. I have a good chance for promotion in the MS rate.   1 2 3 4 5 6 7

---

13. I have lots of time off.   1 2 3 4 5 6 7

14. Sometimes I don't understand what my supervisor
    is trying to say.   1 2 3 4 5 6 7

15. The Navy provides MS's with good quality training.   1 2 3 4 5 6 7

---

16. I don't have much chance to contribute to the
    overall Navy mission.   1 2 3 4 5 6 7

17. MS's have the chance to work with people rather
    than just machines.   1 2 3 4 5 6 7

18. My supervisor doesn't treat me fairly.   1 2 3 4 5 6 7

---

19. I don't like cooking.   1 2 3 4 5 6 7

20. I have no say over my work hours.   1 2 3 4 5 6 7

21. There's a large difference between "A" school
    training and real Navy cooking.   1 2 3 4 5 6 7

---

22. People think more highly of MS's than they do the
    average Navy rate.   1 2 3 4 5 6 7

1	2	3	4	5	6	7
STRONGLY DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	UNSURE	SLIGHTLY AGREE	MODERATELY AGREE	STRONGLY AGREE

23. I like the idea of retirement after 20 years of
    service.   1 2 3 4 5 6 7

24. My supervisor gives me very little instruction
    or training.   1 2 3 4 5 6 7

---

25. There's just no appreciation from the crew even
    when you prepare a good meal.   1 2 3 4 5 6 7

26. There's too much time at sea in a Navy career.   1 2 3 4 5 6 7

27. Civilian jobs are hard to get.   1 2 3 4 5 6 7

---

28. My supervisor doesn't know how to treat people.   1 2 3 4 5 6 7

29. MS's have a poor chance to earn recognition
    (medals, citations, etc.)   1 2 3 4 5 6 7

30. MS's don't have to stand other watches like fire
    watches, security watches, quarterdeck watches,
    etc.   1 2 3 4 5 6 7

31. The Navy provides good preparation for a future
    civilian career in foodservice.   1 2 3 4 5 6 7

32. My supervisor sets standards that are too high.   1 2 3 4 5 6 7

33. Cooks have the chance to improve morale in the Navy.   1 2 3 4 5 6 7

---

34. My work is routine and boring.   1 2 3 4 5 6 7

35. My family has a tradition of Navy service.   1 2 3 4 5 6 7

36. The condition of foodservice equipment is very poor.   1 2 3 4 5 6 7

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37. My supervisor really knows a lot about foodservice.   1 2 3 4 5 6 7

38. I don't like military rules, regulations,
    restrictions, etc.   1 2 3 4 5 6 7

PLEASE TURN THE PAGE

1	2	3	4	5	6	7
STRONGLY DISAGREE	MODERATELY DISAGREE	SLIGHTLY DISAGREE	UNSURE	SLIGHTLY AGREE	MODERATELY AGREE	STRONGLY AGREE

39. There's little or no chance to change rates even
    if you really want to.   1 2 3 4 5 6 7

---

40. The fringe benefits of Navy service (educational,
    VA, etc.) are good.   1 2 3 4 5 6 7

41. MS is one of the best rates in the Navy.   1 2 3 4 5 6 7

42. My supervisor plays favorites.   1 2 3 4 5 6 7

---

43. It's too hot and noisy in the galley and bakery.   1 2 3 4 5 6 7

44. As an MS, I'm learning a useful skill or trade.   1 2 3 4 5 6 7

45. Life on board ship is pretty good.   1 2 3 4 5 6 7

---

46. Being in the Navy, I have a lot of adventure.   1 2 3 4 5 6 7

47. "A" school was easy.   1 2 3 4 5 6 7

48. When underway, I work seven days a week.   1 2 3 4 5 6 7

---

49. Promotion comes fast in the MS rate.   1 2 3 4 5 6 7

50. MS's have fewer inspections and other duties than
    enlisted men in other rates.   1 2 3 4 5 6 7

51. The enlisted quarters on board ship are poor.   1 2 3 4 5 6 7

Section III

Please look back at all 51 items you've just read. Please pick the five most
important ones, good or bad, which are influencing your decision to reenlist
in the Navy or get out. Please mark these five by circling the item number as
follows:

(52)

As you look back over these items, be sure not to change any of the ratings
you've already written down.

U.S. Navy Cook (MS) Background Factors

Although this questionnaire is anonymous, many of the questions are personal. If answering any of these items would offend or upset you, then please feel free not to answer. Just leave those blank.

1. Age: _____

2. Sex (CIRCLE ONE):   MALE   FEMALE

3. Race/ethnic background (CIRCLE ONE):

   _____ WHITE   _____ ORIENTAL

   _____ BLACK   _____ SPANISH-AMERICAN

   _____ FILIPINO   _____ OTHER (SPECIFY): _____

4. Current marital status (CHECK ONE):

   _____ MARRIED/LIVING TOGETHER   _____ WIDOWED

   _____ DIVORCED   _____ NEVER MARRIED

   _____ SEPARATED

5. Rank: E- _____

6. How many years have you been in the Navy? _____

7. Height: _____ FEET, _____ INCHES

8. Your weight in pounds: _____

9. How many children do you have? _____

10. In what state were you raised? _____

11. In what size community did you spend most of your growing up years? (CHECK ONE)

    _____ COUNTRY OR FARM

    _____ SMALL TOWN (UNDER 2,500 PEOPLE)

    _____ TOWN OR SMALL CITY (2,500 to 25,000 PEOPLE)

PLEASE TURN THE PAGE

_____ CITY (25,000 to 100,000 PEOPLE)

_____ MEDIUM-SIZED CITY (100,000 TO 500,000 PEOPLE)

_____ LARGE CITY (OVER 500,000 PEOPLE)

12. About how much money did your parents earn last year?   (CHECK ONE)

_____ $5,000 OR UNDER   _____ $20,001 TO $30,000

_____ $5,001 to $10,000   _____ $30,001 TO $40,000

_____ $10,001 TO $20,000   _____ OVER $40,000   _____ DON'T KNOW

13. What was your father's highest level of education?   (CHECK ONE)

_____ SOME GRADE SCHOOL   _____ SOME COLLEGE

_____ SOME JUNIOR HIGH   _____ COLLEGE GRADUATE

_____ SOME HIGH SCHOOL   _____ BEYOND COLLEGE

_____ FINISHED HIGH SCHOOL   _____ DON'T KNOW
      (includes GED)

14. What was your mother's highest level of education?   (CHECK ONE)

_____ SOME GRADE SCHOOL   _____ SOME COLLEGE

_____ SOME JUNIOR HIGH   _____ COLLEGE GRADUATE

_____ SOME HIGH SCHOOL   _____ BEYOND COLLEGE

_____ FINISHED HIGH SCHOOL   _____ DON'T KNOW
      (includes GED)

15. What is YOUR highest level of education right now?   (CHECK ONE)

_____ SOME GRADE SCHOOL   _____ SOME COLLEGE

_____ SOME JUNIOR HIGH   _____ COLLEGE GRADUATE

_____ SOME HIGH SCHOOL   _____ BEYOND COLLEGE

_____ FINISHED HIGH SCHOOL
      (includes GED)

16. Compared to people you know, would you say that your desire to succeed is: (CHECK ONE)

_____ HIGH

_____ MEDIUM

_____ LOW

17. Compared to others, would you say that you tend to be: (CHECK ONE)

_____ MORE SOCIABLE

_____ EQUALLY SOCIABLE

_____ LESS SOCIABLE

18. Compared to others, would you say that your intelligences is: (CHECK ONE)

_____ ABOVE AVERAGE

_____ AVERAGE

_____ BELOW AVERAGE

19. Once you set your mind to a task, do you tend to be _____?_____ dedicated to completing it than others? (CHECK ONE)

_____ MORE

_____ EQUALLY

_____ LESS

20. To you, does time seem to pass: (CHECK ONE)

_____ SLOWLY

_____ ABOUT AVERAGE

_____ RAPIDLY

21. Do you feel you are basically: (CHECK ONE)

_____ A LEADER

_____ UNSURE, IT DEPENDS

_____ A FOLLOWER

PLEASE TURN THE PAGE

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22. Have any of your close relatives _ever served_ in the Navy? (PLEASE CHECK ALL THAT APPLY)

_____ FATHER   _____ SISTER

_____ MOTHER   _____ OTHERS (SPECIFY):_____

_____ BROTHER   _____ NONE

23. Have any of your close relatives ever worked in civilian foodservice? (PLEASE CHECK ALL THAT APPLY)

_____ FATHER   _____ SISTER

_____ MOTHER   _____ OTHERS (SPECIFY):_____

_____ BROTHER   _____ NONE

24. Did _YOU_ have any experience in civilian foodserivce before joining the Navy? (PLEASE CHECK ALL THAT APPLY TO WHERE YOU WORKED)

_____ FAST FOOD FRANCHISE   _____ CAFETERIA

_____ BAKERY   _____ DELICATESSEN

_____ RESTAURANT   _____ NONE

_____ COFFEE SHOP

26. Was any of this civilian foodservice experience working as any kind of cook? (CIRCLE ONE)

            YES   NO

27. Did you have any training in foodservice before joining the Navy? (PLEASE CHECK ALL THAT APPLY)

_____ COURSES IN HIGH SCHOOL   _____ FOOD SERVICE INSTITUTE
                                         (Specify:_____)
_____ VOCATIONAL-TECHNICAL SCHOOL
                                 _____ ON-THE-JOB TRAINING (
_____ JUNIOR COLLEGE COURSES   (Specify where:_____)

_____ COLLEGE COURSES   _____

                                 _____ NONE