Recruiter Stress: An Experiment Using Text-mESSAGES as a Stress Intervention

Zannette A. Uriell
Evangeline M. Clewis
Navy Personnel Research, Studies, and Technology
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Reviewed by  
Paul Rosenfeld, Ph.D.  
Director, Institute for Organizational Assessment

Approved and released by  
David Cashbaugh  
Director  
Navy Personnel Research, Studies, and Technology

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Navy Personnel Research, Studies, and Technology  
Navy Personnel Command  
5720 Integrity Drive  
Millington, TN 38055-1400  
www.nprst.navy.mil
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Navy Personnel Research, Studies, and Technology
5720 Integrity Drive
Millington, TN  38055-1000

With the growing prevalence of cell phones in the United States, researchers have begun investigating their use for interventions such as behavioral modification. In early 2010, Navy Operational Stress Control requested a study evaluating the use of text messaging as a means for reducing stress levels of Navy recruiters. The study divided recruiters into three groups: a control group, an email experimental group, and a text-messaging experimental group. Stress levels of all three groups were assessed at the beginning and end of the three month experiment. This annotated brief presents the stress levels of recruiters, the experimental conditions that were created, and the results of that experiment as they relate to those stress levels, as well as suggestions for future use of emails and text messaging for stress intervention.
According to Pew Research Center’s Internet & American Life Project, about 85% of the US adult population own a cell phone and 72% of cell owners use text messaging (Generations and Their Gadgets, 2011). This lends itself to using the cell phone as a possible intervention platform. Previously, cell phones had been used to assist in quitting smoking (Obermayer, Riley, Asif, & Jean-Mary, 2004), weight loss (Patrick, Raab, Adams, Dillon, Zabinski, Rock, Griswold, & Norman, 2009), and to improve blood pressure (Park, Kim, & Kim, 2008). The Navy’s Operational Stress Control group (N-135F) was interested in investigating the use of cell phone text messaging to lower stress levels.

This annotated brief provides the results of an experiment conducted with Navy recruiters, determining the impact of occasional text messages and emails about navigating stress on their stress levels. In addition, responses provide insight into how a text message stress support program might work best for Sailors.

The authors thank those recruiters who took time from their duties to complete the surveys and participate in the experiment. In addition, the authors would like to thank CAPT Lori Laraway, Ms Leanne Braddock, and Ms Sherry Olive for their sponsorship and assistance in ensuring that all stakeholders were kept informed of the project.

DAVID CASHBAUGH
Director
Navy Personnel Research, Studies, and Technology
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Stress has been of particular interest in recent years. Congressional testimony has addressed stress, and rates of suicide (often seen as a result of extreme stress) have been increasing. In early 2009, concerns were raised about Army recruiter suicides. To address these issues, new programs and offices have been put in place throughout the military services. Beginning in FY10, the Navy implemented a new training program focused on Operational Stress Control (OSC), and research began to determine levels of stress in the Navy, and how to best publicize stress-related products such as the Stress Continuum (available from the Naval Center Combat & Operational Stress Control at http://www.med.navy.mil/sites/nmcsd/nccosc/serviceMembersV2/stressManagement/theStressContinuum/Pages/default.aspx).

This annotated briefing provides the executive summary of results of a research study funded by OSC (N135F) to determine if messages with tips about navigating stress have any impact on stress levels (see appendix A for the complete experimental results). As one avenue of disseminating messages was through text messaging, Navy Recruiting Command (NRC) was approached for participation in the study; production recruiters are authorized the use of text messaging on their Navy-provided cell phones. Using production recruiters as the study population would also provide a baseline of stress levels that NRC could use to compare to future efforts about stress levels and stress reduction.

For the purposes of this study, the term “stress” was self-defined. OSC has begun Navy-wide training about the stress continuum, but none of the questions on the surveys discussed here provided a definition of stress.
At present, the nation-wide economy has informally been termed by some to be “recruiter-friendly” because of high unemployment rates. NRC Operations Department agreed that a study to determine the current level of stress of production recruiters was appropriate, and might serve as a baseline for comparison to future efforts when unemployment rates return to lower levels and finding recruits becomes more challenging.

Some studies have shown that occasional messages can help with certain behaviors such as quitting smoking (Obermayer, Riley, Asif, & Jean-Mary, 2004; Rodgers, Corbett, Bramley, Riddell, Wills, Lin, & Jones, 2005), weight loss (Patrick, Raab, Adams, Dillon, Zabinski, Rock, Griswold, & Norman, 2009), and to improve blood pressure (Park, Kim, & Kim, 2008). The second objective of the study was to determine if messages about navigating stress would have an impact on stress levels.
The study consisted of three parts. All production recruiters (as provided by NRC) were invited to participate in a short, web-based survey about their levels of stress, the sources of that stress, and how they cope with stress; appendix B contains the solicitation letters and appendix C contains the survey instrument that was used (excluding questions 21-34 for the initial assessment). Those who could be linked to a cell phone were divided into three experimental groups: one group was the control group who received no messages, another group was the first experimental group who received stress-navigation messages by text message (short message service, or SMS), and the second experimental group received the same stress-navigation messages but through emails to their work email account. About two messages a week were sent during the afternoons and evenings over the course of three months; messages were sent on all days of the week, but were predominantly sent during the typical work week. The messages covered a number of areas (e.g., physiological, cognitive, social) and were generally self-contained with 140 characters or less (to meet text messaging norms); only a few referred participants to more information on the OSC website (now at http://navynavstress.com/). See appendix D for the messages.

After the three month experiment ended, all three groups in the experiment were invited to complete the web-based survey again (see appendix E for the solicitation letters). The same questions were asked, with the addition of a few questions that specifically addressed the messages (questions 21-34 of appendix C). This allowed for comparisons of results between the two administrations. It was hypothesized that the two experimental groups would have lower stress (comparing time 1 to time 2) than the control group.
At total of 4,982 production recruiters were invited to participate in the initial assessment in January 2010. Letters were sent to the district headquarters (as determined by onboard unit identification code [UIC] listed in the Enlisted and Officer Master Files) and included the website as well as their unique login information. Reminder letters were sent two weeks later, either to the station location, if one was found through the Global Address List on the Navy Marine Corps Intranet (NMCI), or to the original district headquarters address.

Some recruiters could not be linked to a cell phone, so only 3,773 recruiters were included in the experiment (1,258 in control, 1,257 in experimental-email, and 1,258 in experimental-SMS). Of those three groups, 664 replied for a weighted response rate of 18%.

Results are provided in the slides for the entire group of production recruiters who replied to the first survey, and have been calculated to reflect E6 and below (n=618) and E7 and above (n=216); analyses were initially conducted of E4-E5, E6, E7-E9, and officers (W3-O4) individually, but those results showed that the first two groups (juniors) tended to be similar to each other while the latter two groups (seniors) were similar, so the groups were collapsed together. As appropriate, more detailed results are provided in the notes.

The final assessment was only given to those who were part of the experiment. Some of the original participants were no longer recruiters, so the population of interest dropped to 3,054 (1,009 in control, 1,037 in experimental-email, and 1,008 in experimental-SMS). Only about 60 people in each experimental group completed both surveys, so results from the second survey are based upon everyone who completed that
survey. Results from the final survey are provided by experimental group to show any differences between the groups.
In addition to the results shown above, the survey asked how satisfied the recruiters were with their Navy life and if they felt positive about their future Navy career. About 77% of E6 and below and 85% of E7 and above indicated they were satisfied (E4-E5 were least satisfied, at 73%). Almost 3/4 of both the juniors and seniors indicated they felt positive about their future Navy career.

Recruiters were asked questions about their levels of stress at work and at home, and how the stress level at each location impacted the other location. Results for 5 of the questions are displayed here. Similar to findings in other surveys, there were differences between juniors and seniors although most differences here are small and within margins of errors. The two most noticeable differences are for the impact of work stress on job performance and on family life; almost ¾ of juniors felt that work stress interferes at least “Some” while just over half of the seniors indicated the same, with most of the difference being for those who indicated it interferes “A lot”.

Results are also provided for the Navy-wide 2010 Behavioral Health Quick Poll. Compared to the Navy-wide results, juniors indicated more stress than their Navy-wide Enlisted counterparts. Again, junior recruiters were most dissimilar for the questions relating to work stress interfering with job performance and family life.

Results were calculated for the groups in the experiment. Results for all three groups were similar to the E6 and below results; there were no significant changes between the first and second administrations for any of the groups.

An additional question asked about stress at work as a recruiter compared to stress during their previous non-recruiter duty. The majority felt recruiter duty was more stressful, ranging from 84% and 80% for the two junior paygrades to 66% for Chiefs and 52% for officers.
Recruiters were asked the amount of stress experienced in the past 12 months due to 27 specific issues, ranging from work-related issues (many captured above) to family-related issues (finding childcare, selling a house, health problems (personal and family), etc.). The top five stress-inducing issues for each paygrade group are presented in the table above. Many of the top stressors related to work either directly (unpredictability of job duties, working long hours, increase in workload, not enough time to complete tasks, lack of personnel) or indirectly (not enough time to take care of home responsibilities, conflicts between military and family). All of the stressors listed above are seen as causing more stress for recruiters E6 and below than they do for the Navy-wide results from the 2010 Behavioral Health Quick Poll; E7 and above are higher than their Quick Poll comparison group, but the difference is not as pronounced as for the juniors.

When looking at the results by the four paygrade groups, there is a distinctive difference between officers and enlisted; about 40% of E4-E5, E6, and E7-E9 see lack of personnel as a source of a lot or some stress while 64% of officers feel it is a stressor. Results by experimental group again are similar across groups and across administrations for each group and mirror the E6 and below results shown in the slide.

Respondents were asked 10 questions about their perceptions of stress over the past 30 days; four of these questions were also asked on the 2010 Behavioral Health Quick Poll. Scale means for recruiters are higher than for the Navy-wide comparison groups, although differences are within the margins of error.

The survey included a question about how often respondents engaged in 17 activities when they feel stressed or pressured. The most common activity was to think of a plan to solve the problem, followed by talking to a friend or family member. At least 2/3 of recruiters as well as the Navy-wide comparison group also thought about the good
things in their lives, used humor, played video games or watched TV/internet, or exercised or played sports.
Respondents were asked how often their work had been impacted by five different behaviors. Results are presented for behaviors that occurred at least once as well as at least once a month (on average) in the last 12 months. The productivity impact estimates presented on the slide are based upon those who indicated that the behavior happened at least once. The expected estimates are extrapolated from the 2010 Behavioral Health Quick Poll results, mathematically adjusting Navy-wide population numbers to recruiter population numbers.

Respondents were presented 7 answer choices for each question (e.g., “40 days or more”, “21-39 days”). The weighted estimate of recruiters who selected each answer choice was multiplied by the lowest number of days for that answer choice in order to compute estimated hour and day losses. Using recruiter population estimates, over 4,500 man-hours were lost due to late arrivals and over 9,500 days were lost due to illness or personal accident, or over 3,500 man-hours and 7,000 days (respectively) for recruiters who indicated “A lot” of stress either at home or at work (slide 5).

Recruiters were also asked how much sleep they had gotten in the past 30 days. Answers were subjective, ranging from “too much” to “not enough”. Over half of the junior recruiters indicated they had not had enough sleep (about 43% for seniors), with most of the remainder indicating “about the right amount”. Results are inverted from Navy-wide Quick Poll results, but within margins of error. Those who indicated they had not had enough sleep were more likely to indicate they experienced a lot of work and/or home stress (based on questions on slide 5) as compared to those who felt just some stress (78% compared to 22%); those who had too much or the right amount of sleep were almost evenly split between experiencing a lot of stress and experiencing some stress (44% vs 54%).
A question was added to the second survey asking respondents to compare their stress level to what they felt four months previously (at about the time of the first survey). While the comparisons of results between the two administrations do not show large changes in stress perceptions, this subjective question shows that over 40% of recruiters felt they had higher amounts of stress while about 1/3 indicated about the same amount and about 20% indicated lower stress.
Questions on the second survey asked if respondents remembered receiving the messages (both in email and through SMS), and how many of the messages they had read. The majority of both experimental groups did receive the messages and read at least some of them. Although researchers did not send any of the messages to the control group, they were asked about them in case a fellow recruiter had forwarded any of the messages to them; a small portion did indicate they had received the messages, but the majority did not. Since such a small number in the control group received them, the remaining results only reflect those actually in the experimental groups.
Respondents were asked which email or text message was most memorable. Eighty-four provided a response, of which 67 (80%) provided a specific message; most of those messages related to physiology. A few respondents (37) indicated that they did not remember a particular message. About ¼ of those who replied indicated that the messages were useless and/or they added to the recruiter’s level of stress because the recruiters had to take the time and effort to delete the messages.
Those who had received messages were asked about the impact (on average) of those messages, both at the time they received them and since they had received them. The majority indicated that they had no impact. Of those who perceived an impact, it was almost as likely to cause an increase in their stress as to reduce it. These results did not support the hypothesis that the messages reduced the stress levels of those who received them.

Respondents were asked what message had most impacted them in the time since they had received it. Few provided a response, but the most common were the physiological messages, particularly taking time for themselves and taking a breath.
About 14% of both experimental groups indicated that they forwarded the messages to others.

Those who had received the messages were asked who should receive similar messages if Navy leadership decided to send them. Forty-five percent of the email group and 39% of the SMS group thought only those who opt into a program should receive them. One quarter of respondents indicated that such messages should never be sent electronically. Almost 20% indicated an answer other than “only junior Sailors” (about 10%) or “only leaders” (about 5%), with most of those indicating that everyone should receive them since everyone has stress.

Respondents were asked if they would opt into a similar program that would send out stress-navigation tips. Half of the email group and 41% of the text message group indicated they would not opt into such a program, with approximately another 20% indicating they were unsure. About 1/3 of each of the experimental groups would opt into either the method they had already received or to both email and text.
The key summary bullets are listed above, with those relating specifically to recruiter stress on the left and those relating to sending electronic stress-navigation tips on the right.

Although the assumption may have been that in a bad economy (which possibly creates a good recruiting environment) recruiters would experience low levels of stress, that was not the case here. As suggested when this project was briefed to sponsors, recruiters may have been experiencing more stress in this recruiting environment due to having to work with a lead for a period of time and then having to tell that potential recruit that there are currently no opportunities for them to join the Navy due to high standards and low turnover within the Navy (in essence, recruiting for jobs that are not available in the end).

While the delivery mechanism using text messages was successful, most messages had no impact. Interestingly, about as many said the messages increased their stress levels as decreased them. Thus, these sorts of stress reduction communication vehicles should not be viewed as always benign. Reminding some people about reducing their stress level may actually cause them to focus on the stress and perceive an increase.
A key recommendation with any survey is to close the loop of communication by providing the population with a summary of results in some fashion.

For NRC, the three recommendations relate to the high levels of stress found, with one ensuring that recruiters participate in any stress reduction programs produced by OSC. The second relates to repeating the survey or key components of it as a comparison to this baseline to determine any changes in stress. The third recommendation seeks to further define what the recruiters are experiencing day-to-day that leads them to indicate “unpredictability of job duties” (for example); focus groups, interviews, or other qualitative methods could provide information useful for improving the work experience and/or for better preparing those who are about to become recruiters.

For OSC, the findings did not obviously show an impact of the messages, but there were some who were impacted by them, and some who forwarded the messages to others, and others who would opt into a program that continued these efforts. Therefore, a recommendation would be to create an “opt-in” messaging system for a period of time and evaluate its impact on stress and related issues.

Even though the intervention did not work as hypothesized, the study did successfully demonstrate that a series of short, thematically-based text messages can be sent and received by large numbers of Sailors who are geographically dispersed. Based upon this success, other intervention or training applications (e.g., suicide prevention, prevention of sexual assault, safety) may be suitable.
References


Appendix A: Recruiter Stress Project
Experimental Results
Background

- Recent VCNO testimony to SASC on stress in military
- Concerns over Army recruiter suicides in early 2009
- Navy training on Operational Stress Control (OSC) began to roll out in FY10
  - Efforts underway to support roll out, including assessing Navy’s stress baseline, how to best publicize OSC, and how to assess unit level stress
Navy Recruiter Stress Study

• All Navy recruiters asked to participate in initial stress assessment*
  - Short, web-based survey

• Recruiters who could be linked to a cell phone were randomly divided into three groups:
  - Control – Received no stress-navigation messages
  - Experimental-SMS – Received stress-navigation messages by text message (SMS)
  - Experimental-email – Received stress-navigation messages through email

*Results presented here only for experimental groups; recruiters who could not be linked to a cell phone are excluded from these results.

Navy Recruiter Stress Study (continued)

• During 3 month period, experimental groups received occasional messages on navigating stress (e.g., “What are you thankful for? An attitude of gratitude can ease tension,” “Feeling good? Share it.,” “Feeling down? Do a good deed for someone else today – it works.”)

• All recruiters with cell phone numbers were asked to participate in final stress assessment, about three months after initial

• Results compared between 3 groups
  - Determine if there are differences between initial and final assessment for each group
Study Objectives

- Determine current level of stress of recruiters
- Determine if occasional messages about stress and navigating stress have any impact on stress level of recruiters
  - Only those recruiters who could be linked to a cell phone number were included in messaging experiment

### Stress Messages Sent to the Experimental Groups

<table>
<thead>
<tr>
<th>Message</th>
<th>Principle</th>
<th>Date</th>
<th>Day</th>
<th>Email Rcv'd</th>
<th>Text Rcv'd</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Know yourself, know your stress zone. Visit <a href="http://bit.ly/ayKMSz">http://bit.ly/ayKMSz</a></td>
<td>Awareness &amp; resources</td>
<td>8-Feb</td>
<td>M</td>
<td>1422</td>
<td>1628</td>
</tr>
<tr>
<td>2 What’s fueling your body? It matters – eat right.</td>
<td>Physiology - healthy eating</td>
<td>11-Feb</td>
<td>Th</td>
<td>1401</td>
<td>1543</td>
</tr>
<tr>
<td>3 Be still a second. Notice if your shoulders are tense..your neck..your eyes. Good time for a stretch to de-stress.</td>
<td>Physiological - muscle tension</td>
<td>16-Feb</td>
<td>T</td>
<td>1452</td>
<td>1734</td>
</tr>
<tr>
<td>4 What are you thankful for? An attitude of gratitude can ease tension.</td>
<td>Other-Spiritual - gratitude</td>
<td>20-Feb</td>
<td>S</td>
<td>1415</td>
<td>1621</td>
</tr>
<tr>
<td>5 Stinkin’ thinkin’ wears you down. Mind the mind.</td>
<td>Cognitive</td>
<td>24-Feb</td>
<td>W</td>
<td>1341</td>
<td>1548</td>
</tr>
<tr>
<td>6 Let 3 people in your life know how they make a difference to you.</td>
<td>Social - belonging &amp; effectiveness</td>
<td>26-Feb</td>
<td>F</td>
<td>1410</td>
<td>1630</td>
</tr>
</tbody>
</table>

Note: Color visually indicates principle of message. Text messages began sending about 2 hours before time listed; emails began sending about 3 minutes before time listed.
## Stress Messages Sent to the Experimental Groups (continued)

<table>
<thead>
<tr>
<th>Message</th>
<th>Principle</th>
<th>Date</th>
<th>Day</th>
<th>Email Rcv’d</th>
<th>Text Rcv’d</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stressed and need sleep? Get some tonight.</td>
<td>Physiological</td>
<td>9-Mar</td>
<td>T</td>
<td>1313</td>
<td>1547</td>
</tr>
<tr>
<td>Worries on your mind? Make a list. Sort out those you can do something about &amp; those you can’t. Use your energy for action NOT anxiety.</td>
<td>Cognitive</td>
<td>17-Mar</td>
<td>W</td>
<td>1720</td>
<td>1704</td>
</tr>
<tr>
<td>Feeling good? Share it.</td>
<td>Social - relationship skills</td>
<td>20-Mar</td>
<td>S</td>
<td>1638</td>
<td>1836</td>
</tr>
<tr>
<td>Breathing is essential to health. Take a few minutes to breathe all the way into your gut. Count to 4 while breathing in, hold, breathe out.</td>
<td>Physiological - diaphragmatic breathing</td>
<td>26-Mar</td>
<td>F</td>
<td>1515</td>
<td>1720</td>
</tr>
<tr>
<td>Grieving a loss? Maybe its time to reach out.</td>
<td>Awareness &amp; resources</td>
<td>30-Mar</td>
<td>T</td>
<td>1459</td>
<td>1757</td>
</tr>
<tr>
<td>Take time to think about the meaning behind what you are doing. Let your family andshipmates know how each person makes a difference.</td>
<td>Other-Spiritual/ cognitive - Finding meaning</td>
<td>2-Apr</td>
<td>F</td>
<td>1620</td>
<td>1827</td>
</tr>
<tr>
<td>Feeling stressed? Take time to talk it out with a friend.</td>
<td>Social - rel. skills</td>
<td>6-Apr</td>
<td>T</td>
<td>1456</td>
<td>1700</td>
</tr>
<tr>
<td>Be here now. Notice what you see, hear, feel.</td>
<td>Other-Grounding</td>
<td>11-Apr</td>
<td>Su</td>
<td>4/12 0844</td>
<td>1740</td>
</tr>
</tbody>
</table>
Stress Messages Sent to the Experimental Groups (continued)

<table>
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<tr>
<th>Message</th>
<th>Principle</th>
<th>Date</th>
<th>Day</th>
<th>Email Rcv'd</th>
<th>Text Rcv'd</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Feeling down? Do a good deed for someone else today - it works.</td>
<td>Cognitive / behavioral</td>
<td>19-Apr</td>
<td>M</td>
<td>1609</td>
</tr>
<tr>
<td>21</td>
<td>Are you listening? Practice being a good listener today.</td>
<td>Social - relationship skills</td>
<td>22-Apr</td>
<td>Th</td>
<td>1432</td>
</tr>
<tr>
<td>22</td>
<td>Thirsty? Time for a water break! Good hydration is essential to health and stress control.</td>
<td>Physiological - hydration</td>
<td>28-Apr</td>
<td>W</td>
<td>1544</td>
</tr>
<tr>
<td>24</td>
<td>Take 30 minutes to do something you enjoy.</td>
<td>Physiological</td>
<td>12-May</td>
<td>W</td>
<td>1448</td>
</tr>
<tr>
<td>25</td>
<td>How did you succeed through a stressful time before? Overcoming builds resilience.</td>
<td>Other-Resilience - reinforcing success</td>
<td>14-May</td>
<td>F</td>
<td>1408</td>
</tr>
</tbody>
</table>

Initial Stress Assessment Administration

Start date: January 11, 2010
Reminders: January 25, 2010
End date: February 8, 2010

Eligible Sample: 3,773
Eligible Returns: 664
Response Rate: 18%

Overall Margins of Error
+/-.1% or less for Control
+/-.3% or less for Email
+/-.1% or less for SMS

Response rate calculated according to formula recommended by American Association for Public Opinion Research (AAPOR). Results weighted to reflect the experimental population provided by NRC.
Final Stress Assessment Administration

Start date: May 17, 2010
Reminders: June 3, 2010
End date: June 25, 2010

Eligible Sample: 3,054
Eligible Returns: 414
Response Rate: 13%

Overall Margins of Error
 +/-7.9% or less for Control
 +/-8.5% or less for Email
 +/-8.1% or less for SMS

Response rate calculated according to formula recommended by American Association for Public Opinion Research (AAPOR). Results weighted to reflect the experimental population provided by NRC.

Did the Experiment Work?
Comparing Pre (Survey 1) and Post (Survey 2) Results
## Demographics – Survey 1

<table>
<thead>
<tr>
<th>PAYGRADE</th>
<th>Control N=220</th>
<th>Email N=220</th>
<th>SMS N=224</th>
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</thead>
<tbody>
<tr>
<td>E4-E5</td>
<td>35%</td>
<td>33%</td>
<td>34%</td>
</tr>
<tr>
<td>E6</td>
<td>47%</td>
<td>50%</td>
<td>49%</td>
</tr>
<tr>
<td>E7-E9</td>
<td>12%</td>
<td>12%</td>
<td>11%</td>
</tr>
<tr>
<td>Officer</td>
<td>6%</td>
<td>5%</td>
<td>6%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>GENDER</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>92%</td>
<td>92%</td>
<td>91%</td>
</tr>
<tr>
<td>Female</td>
<td>8%</td>
<td>8%</td>
<td>9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MARITAL STATUS</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Single (Never married or separated, Divorced, Widowed)</td>
<td>33%</td>
<td>32%</td>
<td>34%</td>
</tr>
<tr>
<td>Married</td>
<td>67%</td>
<td>68%</td>
<td>66%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHILDREN 21 OR UNDER IN HOUSEHOLD</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>26%</td>
<td>30%</td>
<td>26%</td>
</tr>
<tr>
<td>One or more</td>
<td>74%</td>
<td>70%</td>
<td>74%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RECRUITING STATION</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>20%</td>
<td>22%</td>
<td>24%</td>
</tr>
<tr>
<td>Medium</td>
<td>39%</td>
<td>40%</td>
<td>37%</td>
</tr>
<tr>
<td>Large</td>
<td>42%</td>
<td>38%</td>
<td>40%</td>
</tr>
</tbody>
</table>

## Demographics – Survey 2

<table>
<thead>
<tr>
<th>PAYGRADE</th>
<th>Control N=149</th>
<th>Email N=129</th>
<th>SMS N=136</th>
</tr>
</thead>
<tbody>
<tr>
<td>E4-E5</td>
<td>31%</td>
<td>29%</td>
<td>36%</td>
</tr>
<tr>
<td>E6</td>
<td>51%</td>
<td>55%</td>
<td>48%</td>
</tr>
<tr>
<td>E7-E9</td>
<td>12%</td>
<td>12%</td>
<td>11%</td>
</tr>
<tr>
<td>Officer</td>
<td>6%</td>
<td>5%</td>
<td>6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GENDER</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>92%</td>
<td>92%</td>
<td>92%</td>
</tr>
<tr>
<td>Female</td>
<td>8%</td>
<td>8%</td>
<td>9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MARITAL STATUS</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Single (Never married or separated, Divorced, Widowed)</td>
<td>33%</td>
<td>33%</td>
<td>30%</td>
</tr>
<tr>
<td>Married</td>
<td>68%</td>
<td>67%</td>
<td>70%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHILDREN 21 OR UNDER IN HOUSEHOLD</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>26%</td>
<td>32%</td>
<td>30%</td>
</tr>
<tr>
<td>One or more</td>
<td>74%</td>
<td>68%</td>
<td>70%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RECRUITING STATION</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>18%</td>
<td>21%</td>
<td>23%</td>
</tr>
<tr>
<td>Medium</td>
<td>36%</td>
<td>36%</td>
<td>39%</td>
</tr>
<tr>
<td>Large</td>
<td>46%</td>
<td>43%</td>
<td>38%</td>
</tr>
</tbody>
</table>
Satisfaction with Navy Life

How satisfied are you with Navy Life?

<table>
<thead>
<tr>
<th>Satisfied</th>
<th>Neither Satisfied nor Dissatisfied</th>
<th>Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>79%</td>
<td>18%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Command Morale

<table>
<thead>
<tr>
<th>High</th>
<th>Medium</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>96%</td>
<td>27%</td>
<td>0%</td>
</tr>
</tbody>
</table>

I feel positive about my future Navy Career

<table>
<thead>
<tr>
<th>Agree</th>
<th>Neither Agree nor Disagree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>74%</td>
<td>23%</td>
<td>3%</td>
</tr>
</tbody>
</table>

Work Stress

During the past 12 months, how much stress did you experience at work or while carrying out your military recruiting duties?

30% “A lot” and 44% “Some” on BH QP (Navy-wide)

<table>
<thead>
<tr>
<th>A lot</th>
<th>Some</th>
<th>A little</th>
<th>None at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>61%</td>
<td>58%</td>
<td>37%</td>
<td>13%</td>
</tr>
</tbody>
</table>

NOTE: BH QP = 2009 Behavioral Health Quick Poll
Work Stress (continued)

During the past 12 months, how much did stress at work interfere with your ability to perform your recruiting job?

9% “A lot” and 27% “Some” on BH QP (Navy-wide)

Work Stress (continued)

During the past 12 months, how much did stress at work interfere with your family or social life?

NOTE: BH QP = 2009 Behavioral Health Quick Poll

Q10

Q13

Question not asked on 2009 Behavioral Health Quick Poll
Work Stress (continued)

How does the stress you experience at work as a recruiter compare to that of your previous non-recruiter duty? *

<table>
<thead>
<tr>
<th>Previous non-recruiter duty was more stressful</th>
<th>Recruiter duty work stress and recruiting duty is more stressful</th>
<th>Recruiter duty work stress are about the same</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>6</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>11</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>16</td>
<td>15</td>
<td>15</td>
</tr>
</tbody>
</table>

* Question not asked on 2009 Behavioral Health Quick Poll

Non-Work Stress

During the past 12 months, how much stress did you experience outside of work (in your family or social life)?

<table>
<thead>
<tr>
<th>A lot</th>
<th>Some</th>
<th>A little</th>
<th>None at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>32</td>
<td>36</td>
<td>42</td>
<td>39</td>
</tr>
<tr>
<td>31</td>
<td>30</td>
<td>35</td>
<td>33</td>
</tr>
<tr>
<td>28</td>
<td>27</td>
<td>29</td>
<td>28</td>
</tr>
<tr>
<td>23</td>
<td>33</td>
<td>27</td>
<td>19</td>
</tr>
<tr>
<td>32</td>
<td>31</td>
<td>28</td>
<td>19</td>
</tr>
<tr>
<td>14</td>
<td>17</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>12</td>
<td>10</td>
<td>14</td>
<td>10</td>
</tr>
</tbody>
</table>

64% (65% in survey 1) indicate a lot of stress either at work or outside of work (or both). 36% (34% in survey 1) indicate some or a little stress in both locations; 0% (1% in survey 1) indicate no stress at all.

NOTE: BH QP = 2009 Behavioral Health Quick Poll
Non-Work Stress (continued)

During the past 12 months, how much did stress outside of work (in your family or social life) interfere with your ability to perform your recruiting job?

Percent

5% “A lot” and 17% “Some” on BH QP (Navy-wide)

NOTE: BH QP = 2009 Behavioral Health Quick Poll

Most Common Stressors

The top 5 stressors for each group are combined below. Overall, the percentage who report these stressors are much higher than found on the 2009 Behavioral Health Quick Poll.

<table>
<thead>
<tr>
<th>During the PAST 12 MONTHS, how much stress did you experience from each of the following? (A lot or Some)</th>
<th>Control 1</th>
<th>Control 2</th>
<th>Email 1</th>
<th>Email 2</th>
<th>SMS 1</th>
<th>SMS 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unpredictability of job duties</td>
<td>77%</td>
<td>73%</td>
<td>70%</td>
<td>71%</td>
<td>74%</td>
<td>82%</td>
</tr>
<tr>
<td>Working long hours</td>
<td>70%</td>
<td>69%</td>
<td>76%</td>
<td>68%</td>
<td>68%</td>
<td>74%</td>
</tr>
<tr>
<td>Not enough time to take care of responsibilities at home</td>
<td>65%</td>
<td>66%</td>
<td>64%</td>
<td>61%</td>
<td>61%</td>
<td>67%</td>
</tr>
<tr>
<td>Increase in my work load</td>
<td>61%</td>
<td>52%</td>
<td>56%</td>
<td>49%</td>
<td>52%</td>
<td>58%</td>
</tr>
<tr>
<td>Conflicts between my military duties and family responsibilities</td>
<td>60%</td>
<td>58%</td>
<td>53%</td>
<td>53%</td>
<td>51%</td>
<td>53%</td>
</tr>
<tr>
<td>Not enough time for rest or recreation</td>
<td>58%</td>
<td>55%</td>
<td>55%</td>
<td>49%</td>
<td>53%</td>
<td>56%</td>
</tr>
<tr>
<td>Lack of personnel in my work group to get the job done</td>
<td>41%</td>
<td>49%</td>
<td>43%</td>
<td>45%</td>
<td>41%</td>
<td>61%</td>
</tr>
</tbody>
</table>

Note: Includes the top 5 of each group; sorted by Control 1 results.
Most Common Ways of Coping with Stress

The most common methods of coping with stress are listed below, including the top five for each group. Results are similar to those found on the 2009 Quick Poll.

When you feel stressed or pressured, how often do you engage in each of the following activities? (Frequently or Sometimes)

<table>
<thead>
<tr>
<th>Activity</th>
<th>Control - 1</th>
<th>Control - 2</th>
<th>Email - 1</th>
<th>Email - 2</th>
<th>SMS - 1</th>
<th>SMS - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Think of a plan to solve the problem</td>
<td>83%</td>
<td>77%</td>
<td>84%</td>
<td>78%</td>
<td>82%</td>
<td>84%</td>
</tr>
<tr>
<td>Talk to a friend or family member</td>
<td>79%</td>
<td>82%</td>
<td>87%</td>
<td>81%</td>
<td>78%</td>
<td>67%</td>
</tr>
<tr>
<td>Think about the good things in your life</td>
<td>76%</td>
<td>74%</td>
<td>76%</td>
<td>79%</td>
<td>79%</td>
<td>76%</td>
</tr>
<tr>
<td>Use humor to ease the tension</td>
<td>62%</td>
<td>65%</td>
<td>74%</td>
<td>71%</td>
<td>74%</td>
<td>70%</td>
</tr>
<tr>
<td>Play video games, watch TV, or use Internet</td>
<td>63%</td>
<td>63%</td>
<td>69%</td>
<td>58%</td>
<td>63%</td>
<td>60%</td>
</tr>
<tr>
<td>Exercise or play sports</td>
<td>63%</td>
<td>72%</td>
<td>70%</td>
<td>74%</td>
<td>69%</td>
<td>71%</td>
</tr>
</tbody>
</table>

NOTE: Includes the top 5 of each group; sorted by Control 1 results.

Work Impact of Stress

Respondents were asked how often their work had been impacted by five different behaviors. Results are presented below for behaviors that occurred at least 12 days in the last 12 months, or an average of once a month. The most common behavior is not working at the normal level of performance.

<table>
<thead>
<tr>
<th>Occurring 12 or more days in the last 12 months</th>
<th>Control - 1</th>
<th>Control - 2</th>
<th>Email - 1</th>
<th>Email - 2</th>
<th>SMS - 1</th>
<th>SMS - 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was late for work by 30 minutes or more</td>
<td>7%</td>
<td>7%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>I left work early for a reason other than an errand or early holiday leave</td>
<td>4%</td>
<td>11%</td>
<td>7%</td>
<td>7%</td>
<td>2%</td>
<td>5%</td>
</tr>
<tr>
<td>I was hurt in an on-the-job accident</td>
<td>1%</td>
<td>2%</td>
<td>1%</td>
<td>3%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>I worked below my normal level of performance</td>
<td>20%</td>
<td>21%</td>
<td>23%</td>
<td>18%</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>I did not come to work at all because of an illness or a personal accident</td>
<td>6%</td>
<td>5%</td>
<td>4%</td>
<td>6%</td>
<td>4%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Q16. On how many work days in the past 12 months have these things happened to you?
Perceived Stress Scale Scores

Respondents were asked 10 questions about their perceptions of their stress over the past 30 days (Perceived Stress Scale). Results show that juniors tend to be more stressed than seniors. Means for the smaller scale (4 of the 10 items) are slightly higher than found on the 2009 Behavioral Health Quick Poll, which was 5.70 for Enlisted and 4.39 for Officers.

<table>
<thead>
<tr>
<th></th>
<th>Perceived Stress Scale (over the past 30 days)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>10-item Scale</td>
</tr>
<tr>
<td></td>
<td>Mean</td>
</tr>
<tr>
<td>Control - 1</td>
<td>19.16</td>
</tr>
<tr>
<td>Control - 2</td>
<td>17.79</td>
</tr>
<tr>
<td>Email - 1</td>
<td>18.46</td>
</tr>
<tr>
<td>Email - 2</td>
<td>17.90</td>
</tr>
<tr>
<td>SMS - 1</td>
<td>17.59</td>
</tr>
<tr>
<td>SMS - 2</td>
<td>18.62</td>
</tr>
</tbody>
</table>

NOTE: Scores could range from 0 to 40 for the 10-item scale and 0 to 16 for the 4-item scale, with higher means indicating more stress.

Sleep

Overall, respondents are almost evenly split between getting “about the right amount” of sleep and “not enough”; chiefs and officers indicate they are slightly better rested than juniors. Findings for the 2009 Behavioral Health Quick Poll show 53% of enlisted and 56% of officers sleep about the right amount while 45% of enlisted and 43% of officers do not get enough sleep.

<table>
<thead>
<tr>
<th></th>
<th>How much sleep have you gotten in the past 30 days?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Control - 1</td>
</tr>
<tr>
<td>Too much</td>
<td>1%</td>
</tr>
<tr>
<td>About the right amount</td>
<td>41%</td>
</tr>
<tr>
<td>Not enough</td>
<td>58%</td>
</tr>
</tbody>
</table>
Stress Impact on Retention

About half of respondents indicate that level of stress has no impact on their decision to stay in the Navy. However, most of the remainder (ranging from 40% for E4-E5 to 30% for officers) indicate it decreases their desire to stay in the Navy. 2009 Quick Poll results show 46% of enlisted and 52% of officers indicated no effect on their retention decision, and 42% of enlisted and 39% of officers indicated it decreases their desire to stay.

<table>
<thead>
<tr>
<th>What impact does your OVERALL level of stress have on your desire to stay in the Navy?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control - 1</td>
</tr>
<tr>
<td>Greatly increases my desire to stay in the Navy</td>
</tr>
<tr>
<td>Increases my desire to stay in the Navy</td>
</tr>
<tr>
<td>No effect on decision</td>
</tr>
<tr>
<td>Decreases my desire to stay in the Navy</td>
</tr>
<tr>
<td>Greatly decreases my desire to stay in the Navy</td>
</tr>
</tbody>
</table>

Perception of Stress Compared to 4 Months ago

![Bar chart showing perception of stress compared to 4 months ago](chart.png)
Were the Messages Read?

Drops

- Those receiving emails could drop involuntarily (i.e., email account no longer active) or voluntarily (“Please stop emailing me”)
  - 112 total drops, 87 involuntary and 25 voluntary

- Those receiving text messages only dropped voluntarily because text messages don’t “bounce”
  - 98 total drops (2 indicated they were no longer recruiters)
### Drops Prior to Each Stress Tip

<table>
<thead>
<tr>
<th>Message</th>
<th>Email</th>
<th>Text</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 What's fueling your body? It matters – eat right.</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>3 Be still a second. Notice if your shoulders are tense, your neck, your eyes. Good time for a stretch to de-stress.</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>4 What are you thankful for? An attitude of gratitude can ease tension.</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>5 Stinkin' thinkin' wears you down. Mind the mind.</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>6 Let 3 people in your life know how they make a difference to you.</td>
<td>5</td>
<td>34</td>
</tr>
</tbody>
</table>

* Text messages don’t “bounce”, while 50 emails did at the outset.

---

### Drops Prior to Each Stress Tip (continued)

<table>
<thead>
<tr>
<th>Message</th>
<th>Email</th>
<th>Text</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 Stressed and need sleep? Get some tonight.</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>11 Worries on your mind? Make a list. Sort out those you can do something about &amp; those you can’t. Use your energy for action NOT anxiety.</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>12 Feeling good? Share it.</td>
<td>1</td>
<td>9</td>
</tr>
</tbody>
</table>
Drops Prior to Each Stress Tip (continued)

<table>
<thead>
<tr>
<th>Message</th>
<th>Email</th>
<th>Text</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 Breathing is essential to health. Take a few minutes to breathe all the way into your gut. Count to 4 while breathing in, hold, breathe out.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Grieving a loss? Maybe its time to reach out.</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>16 Take time to think about the meaning behind what you are doing. Let your family and shipmates know how each person makes a difference.</td>
<td></td>
<td>7</td>
</tr>
<tr>
<td>17 Feeling stressed? Take time to talk it out with a friend.</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>18 Be here now. Notice what you see, hear, feel.</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>19 Limit your caffeine and sugar, they can contribute to stress - <a href="http://bit.ly/cHNVhO">http://bit.ly/cHNVhO</a></td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Drops Prior to Each Stress Tip (continued)

<table>
<thead>
<tr>
<th>Message</th>
<th>Email</th>
<th>Text</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 Feeling down? Do a good deed for someone else today - it works.</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>21 Are you listening? Practice being a good listener today.</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>22 Thirsty? Time for a water break! Good hydration is essential to health and stress control.</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>23 Ways to relieve tension: <a href="http://bit.ly/c7P83I">http://bit.ly/c7P83I</a></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>24 Take 30 minutes to do something you enjoy.</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>25 How did you succeed through a stressful time before? Overcoming builds resilience.</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>
Over the last three months, did you receive any emails with stress tips?

Over the last three months, did you receive any text messages to your Navy cell phone with stress tips?

Only includes those who indicated they had received emails.

Only includes those who indicated they had received text messages to their Navy cell phone.
Received and Read Any Messages with Stress Tips

Most Memorable Message

- 84 respondents provided a response, of which 67 provided a specific message
  - Specific messages:
    » 41 mentioned physiological messages (breathing, taking a break, doing something for yourself, healthy eating, exercise)
    » 8 mentioned social aspects (listening, talking to others)
    » 18 mentioned other categories (resilience, humor, reflecting)

NOTE: Only includes those who indicated they had received emails and/or text messages.
Most Memorable Message (continued)

- General messages:
  » “I don’t know; they are all kind of abstract. Not that I have time to read them all anyways”
  » “They are all memorable because they make me laugh. The e-mails are things I already know, but don’t have the time to do so it makes me laugh sarcastically. At least it puts a smile on my face.”

- 37 respondents could not remember any particular message that stood out
- 24 respondents indicated that receiving messages was useless and/or added to their stress because they then had to delete the messages

Impact of Messages

On average, how did those emails and/or text messages impact your stress at the times you received them?

Have any of those emails and/or text messages impacted your stress at any time since you received them?

Q26, Q29
NOTE: Only includes those who indicated they had received emails and/or text messages.
Message with Most Impact

- 38 respondents provided comments, 31 citing specific messages
  - Specific messages
    » 14 discussed physiological messages (taking time for yourself, taking a breath, exercising)
    » 14 mentioned other (resilience, humor)
    » 3 mentioned social aspects
  - General messages
    » “They are usually funny, so that is how they do it”
- 12 felt the messages were unhelpful or stressful

Sharing Messages

How many of the emails and/or text messages did you forward to others?

<table>
<thead>
<tr>
<th></th>
<th>All</th>
<th>Most</th>
<th>Some</th>
<th>Few</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Email</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>SMS</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
</tbody>
</table>

NOTE: Only includes those who indicated they had received emails and/or text messages.
### Navy Program for Stress Tips

If Navy leadership decided to send out reminders through text messaging or email about navigating stress, who do you think should receive them?

<table>
<thead>
<tr>
<th>Option</th>
<th>Control</th>
<th>Email</th>
<th>SMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A, never send electronically</td>
<td>27</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>Only Junior Sailors</td>
<td>27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Only Leaders</td>
<td></td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Only to Sailors Who Opt to Receive</td>
<td></td>
<td>45</td>
<td>39</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>43</td>
<td>18</td>
</tr>
</tbody>
</table>

NOTE: Only includes those who indicated they had received emails and/or text messages.

### Opting Into a Navy Program for Stress Tips

If you had the choice, would you opt into a similar program that sends out tips about navigating stress?

<table>
<thead>
<tr>
<th>Option</th>
<th>Control</th>
<th>Email</th>
<th>SMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsure</td>
<td>30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>14</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes, emails</td>
<td>22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes, text</td>
<td>30</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Yes, both</td>
<td>50</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Only includes those who indicated they had received emails and/or text messages.
Summary (1 of 4)

• Recruiters are generally satisfied with their lives and feel positive about their Navy futures
  - 25% or less feel they are at a command with low morale

• Levels of stress are generally similar between the three experimental conditions and between the two survey administrations

• Stress at work is higher for recruiters than overall Navy results from the 2009 Behavioral Health Quick Poll
  - 67% or more indicate stress interferes with recruiting a lot or some
  - More than 70% indicate work stress interferes with family a lot or some

Summary (2 of 4)

• Similar to 2009 Quick Poll results, stress is less outside of work

• Most common stressors are unpredictability of job duties, working long hours, and not having enough time for home responsibilities

• Coping methods commonly include thinking of a plan, talking to family and friends, and thinking about good things in life

• Over half of recruiters indicate they are not getting enough sleep

• About 1/3 say stress decreases desires to stay in the Navy
Summary (3 of 4)

• 40% or more indicate their stress is higher than 4 months ago
• Majority of the experimental treatment groups remember receiving the messages and the majority who did read at least some of them
• Most memorable messages were the physiological messages
• About 20% said messages reduced their stress at the time they received them while 2/3 said the messages had no impact

Summary (4 of 4)

• If Navy institutes a similar program, 60% of the SMS treatment group and 40% of the email treatment group say it should not be done electronically
• Half of those in email and 41% of those in the SMS group would not opt in
  - 1/3 of each treatment group would opt in for their treatment method or for both methods
Recommendations

• Publicize findings of results through recruiter communication channels
### Sources of Stress: Control 1

**During the PAST 12 MONTHS, how much stress did you experience from each of the following?**

<table>
<thead>
<tr>
<th></th>
<th>Almost None</th>
<th>A Little</th>
<th>Some</th>
<th>A lot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of personnel in my work group to get the job done</td>
<td>33</td>
<td>26</td>
<td>26</td>
<td>15</td>
</tr>
<tr>
<td>Unpredictability of job duties</td>
<td>15</td>
<td>29</td>
<td>15</td>
<td>48</td>
</tr>
<tr>
<td>Problems with spouse/partner</td>
<td>41</td>
<td>28</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>Problems in my relationships at work</td>
<td>32</td>
<td>31</td>
<td>25</td>
<td>13</td>
</tr>
<tr>
<td>Problems with my immediate supervisor</td>
<td>37</td>
<td>27</td>
<td>19</td>
<td>17</td>
</tr>
<tr>
<td>Problems interacting with my command leadership</td>
<td>30</td>
<td>29</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td>Concern about my performance rating</td>
<td>24</td>
<td>21</td>
<td>28</td>
<td>27</td>
</tr>
<tr>
<td>Being forced to leave the Navy before I planned</td>
<td>73</td>
<td>7</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Increase in my work load</td>
<td>21</td>
<td>18</td>
<td>30</td>
<td>31</td>
</tr>
<tr>
<td>Decrease in my work load</td>
<td>78</td>
<td>11</td>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>Not enough time to complete tasks/duties at work</td>
<td>22</td>
<td>26</td>
<td>28</td>
<td>24</td>
</tr>
<tr>
<td>Not enough time to take care of responsibilities at home</td>
<td>13</td>
<td>23</td>
<td>29</td>
<td>36</td>
</tr>
<tr>
<td>Working long hours</td>
<td>9</td>
<td>21</td>
<td>25</td>
<td>45</td>
</tr>
<tr>
<td>Conflicts between my military duties and family responsibilities</td>
<td>16</td>
<td>24</td>
<td>26</td>
<td>34</td>
</tr>
</tbody>
</table>

### Sources of Stress: Control 1 (continued)

**During the PAST 12 MONTHS, how much stress did you experience from each of the following?**

<table>
<thead>
<tr>
<th></th>
<th>Almost None</th>
<th>A Little</th>
<th>Some</th>
<th>A lot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having a baby</td>
<td>78</td>
<td>8</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Finding childcare/daycare</td>
<td>74</td>
<td>12</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Care of aging parents or other family members</td>
<td>67</td>
<td>13</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>Death in the family</td>
<td>78</td>
<td>8</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Divorce or breakup</td>
<td>70</td>
<td>10</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Financial problems</td>
<td>55</td>
<td>24</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>Problems selling my house</td>
<td>77</td>
<td>5</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>Problems with spouse employment</td>
<td>64</td>
<td>16</td>
<td>12</td>
<td>8</td>
</tr>
<tr>
<td>Health problems (self)</td>
<td>51</td>
<td>24</td>
<td>16</td>
<td>9</td>
</tr>
<tr>
<td>Health Problems (family members)</td>
<td>53</td>
<td>25</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>Behavior problems with my child/children</td>
<td>70</td>
<td>15</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Unexpected events/problems (hurricane, flood, home robbery, etc)</td>
<td>77</td>
<td>15</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Not enough time for rest or recreation</td>
<td>19</td>
<td>24</td>
<td>27</td>
<td>31</td>
</tr>
</tbody>
</table>
Sources of Stress:  Control 2

During the PAST 12 MONTHS, how much stress did you experience from each of the following?

<table>
<thead>
<tr>
<th>Source</th>
<th>A Lot</th>
<th>Some</th>
<th>A Little</th>
<th>None at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of personnel in my work group to get the job done</td>
<td>19</td>
<td>30</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>Unpredictability of job duties</td>
<td>46</td>
<td>27</td>
<td>18</td>
<td>10</td>
</tr>
<tr>
<td>Problems with spouse/partner</td>
<td>11</td>
<td>19</td>
<td>28</td>
<td>42</td>
</tr>
<tr>
<td>Problems in my relationships at work</td>
<td>10</td>
<td>22</td>
<td>32</td>
<td>37</td>
</tr>
<tr>
<td>Problems with my immediate supervisor</td>
<td>17</td>
<td>13</td>
<td>26</td>
<td>44</td>
</tr>
<tr>
<td>Problems interacting with my command leadership</td>
<td>17</td>
<td>21</td>
<td>25</td>
<td>38</td>
</tr>
<tr>
<td>Concern about my performance rating</td>
<td>17</td>
<td>33</td>
<td>22</td>
<td>28</td>
</tr>
<tr>
<td>Being forced to leave the Navy before I planned</td>
<td>11</td>
<td>7</td>
<td>10</td>
<td>72</td>
</tr>
<tr>
<td>Increase in my work load</td>
<td>24</td>
<td>28</td>
<td>29</td>
<td>20</td>
</tr>
<tr>
<td>Decrease in my work load</td>
<td>1</td>
<td>8</td>
<td>15</td>
<td>76</td>
</tr>
<tr>
<td>Not enough time to complete tasks/duties at work</td>
<td>21</td>
<td>28</td>
<td>30</td>
<td>21</td>
</tr>
<tr>
<td>Not enough time to take care of responsibilities at home</td>
<td>34</td>
<td>32</td>
<td>19</td>
<td>15</td>
</tr>
<tr>
<td>Working long hours</td>
<td>54</td>
<td>18</td>
<td>20</td>
<td>11</td>
</tr>
<tr>
<td>Conflicts between my military duties and family responsibilities</td>
<td>31</td>
<td>27</td>
<td>23</td>
<td>18</td>
</tr>
</tbody>
</table>

Sources of Stress:  Control 2 (continued)

During the PAST 12 MONTHS, how much stress did you experience from each of the following?

<table>
<thead>
<tr>
<th>Source</th>
<th>A Lot</th>
<th>Some</th>
<th>A Little</th>
<th>None at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having a baby</td>
<td>8</td>
<td>8</td>
<td>11</td>
<td>73</td>
</tr>
<tr>
<td>Finding childcare/daycare</td>
<td>7</td>
<td>7</td>
<td>15</td>
<td>71</td>
</tr>
<tr>
<td>Care of aging parents or other family members</td>
<td>4</td>
<td>8</td>
<td>14</td>
<td>74</td>
</tr>
<tr>
<td>Death in the family</td>
<td>5</td>
<td>7</td>
<td>9</td>
<td>79</td>
</tr>
<tr>
<td>Divorce or breakup</td>
<td>10</td>
<td>6</td>
<td>9</td>
<td>74</td>
</tr>
<tr>
<td>Financial problems</td>
<td>6</td>
<td>14</td>
<td>16</td>
<td>64</td>
</tr>
<tr>
<td>Problems selling my house</td>
<td>10</td>
<td>9</td>
<td>7</td>
<td>73</td>
</tr>
<tr>
<td>Problems with spouse employment</td>
<td>7</td>
<td>14</td>
<td>13</td>
<td>65</td>
</tr>
<tr>
<td>Health problems (self)</td>
<td>7</td>
<td>18</td>
<td>20</td>
<td>55</td>
</tr>
<tr>
<td>Health Problems (family members)</td>
<td>6</td>
<td>20</td>
<td>21</td>
<td>54</td>
</tr>
<tr>
<td>Behavior problems with my child/children</td>
<td>3</td>
<td>13</td>
<td>18</td>
<td>67</td>
</tr>
<tr>
<td>Unexpected events/problems (hurricane, flood, home robbery, etc.)</td>
<td>3</td>
<td>3</td>
<td>9</td>
<td>85</td>
</tr>
<tr>
<td>Not enough time for rest or recreation</td>
<td>24</td>
<td>31</td>
<td>26</td>
<td>19</td>
</tr>
</tbody>
</table>
Sources of Stress: Email 1

During the PAST 12 MONTHS, how much stress did you experience from each of the following?

<table>
<thead>
<tr>
<th>Source of Stress</th>
<th>A lot</th>
<th>Some</th>
<th>A Little</th>
<th>None at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of personnel in my work group to get the job done</td>
<td>19</td>
<td>24</td>
<td>26</td>
<td>32</td>
</tr>
<tr>
<td>Unpredictability of job duties</td>
<td>46</td>
<td>24</td>
<td>21</td>
<td>9</td>
</tr>
<tr>
<td>Problems with spouse/partner</td>
<td>10</td>
<td>14</td>
<td>34</td>
<td>42</td>
</tr>
<tr>
<td>Problems in my relationships at work</td>
<td>9</td>
<td>17</td>
<td>35</td>
<td>39</td>
</tr>
<tr>
<td>Problems with my immediate supervisor</td>
<td>17</td>
<td>20</td>
<td>24</td>
<td>39</td>
</tr>
<tr>
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<td>18</td>
<td>25</td>
<td>30</td>
<td>27</td>
</tr>
<tr>
<td>Concern about my performance rating</td>
<td>20</td>
<td>27</td>
<td>27</td>
<td>27</td>
</tr>
<tr>
<td>Being forced to leave the Navy before I planned</td>
<td>10</td>
<td>9</td>
<td>11</td>
<td>70</td>
</tr>
<tr>
<td>Increase in my work load</td>
<td>24</td>
<td>32</td>
<td>26</td>
<td>19</td>
</tr>
<tr>
<td>Decrease in my work load</td>
<td>1</td>
<td>5</td>
<td>19</td>
<td>76</td>
</tr>
<tr>
<td>Not enough time to complete tasks/duties at work</td>
<td>24</td>
<td>25</td>
<td>31</td>
<td>20</td>
</tr>
<tr>
<td>Not enough time to take care of responsibilities at home</td>
<td>40</td>
<td>24</td>
<td>22</td>
<td>14</td>
</tr>
<tr>
<td>Working long hours</td>
<td>47</td>
<td>29</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Conflicts between my military duties and family</td>
<td>26</td>
<td>27</td>
<td>26</td>
<td>22</td>
</tr>
</tbody>
</table>

Sources of Stress: Email 1 (continued)

During the PAST 12 MONTHS, how much stress did you experience from each of the following?

<table>
<thead>
<tr>
<th>Source of Stress</th>
<th>A lot</th>
<th>Some</th>
<th>A Little</th>
<th>None at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Having a baby</td>
<td>8</td>
<td>8</td>
<td>9</td>
<td>76</td>
</tr>
<tr>
<td>Finding childcare/daycare</td>
<td>5</td>
<td>9</td>
<td>7</td>
<td>79</td>
</tr>
<tr>
<td>Care of aging parents or other family members</td>
<td>5</td>
<td>7</td>
<td>10</td>
<td>78</td>
</tr>
<tr>
<td>Death in the family</td>
<td>5</td>
<td>8</td>
<td>8</td>
<td>79</td>
</tr>
<tr>
<td>Divorce or breakup</td>
<td>6</td>
<td>9</td>
<td>9</td>
<td>75</td>
</tr>
<tr>
<td>Financial problems</td>
<td>6</td>
<td>14</td>
<td>25</td>
<td>55</td>
</tr>
<tr>
<td>Problems selling my house</td>
<td>6</td>
<td>5</td>
<td>10</td>
<td>79</td>
</tr>
<tr>
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<td>6</td>
<td>9</td>
<td>13</td>
<td>72</td>
</tr>
<tr>
<td>Health problems (self)</td>
<td>7</td>
<td>16</td>
<td>16</td>
<td>61</td>
</tr>
<tr>
<td>Health Problems (family members)</td>
<td>7</td>
<td>14</td>
<td>23</td>
<td>57</td>
</tr>
<tr>
<td>Behavior problems with my child/children</td>
<td>5</td>
<td>8</td>
<td>13</td>
<td>75</td>
</tr>
<tr>
<td>Unexpected events/problems (hurricane, flood, home robbery, etc)</td>
<td>3</td>
<td>5</td>
<td>10</td>
<td>83</td>
</tr>
<tr>
<td>Not enough time for rest or recreation</td>
<td>33</td>
<td>22</td>
<td>29</td>
<td>15</td>
</tr>
</tbody>
</table>
### Sources of Stress: Email 2

During the PAST 12 MONTHS, how much stress did you experience from each of the following?

<table>
<thead>
<tr>
<th>Stress Source</th>
<th>A Lot</th>
<th>Some</th>
<th>A Little</th>
<th>None at All</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of personnel in my work group to get the job done</td>
<td>20</td>
<td>25</td>
<td>30</td>
<td>26</td>
</tr>
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<td>16</td>
<td>28</td>
<td>46</td>
</tr>
<tr>
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<td>8</td>
<td>17</td>
<td>29</td>
<td>46</td>
</tr>
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<td>27</td>
<td>33</td>
</tr>
<tr>
<td>Concern about my performance rating</td>
<td>19</td>
<td>27</td>
<td>19</td>
<td>36</td>
</tr>
<tr>
<td>Being forced to leave the Navy before I planned</td>
<td>7</td>
<td>6</td>
<td>12</td>
<td>76</td>
</tr>
<tr>
<td>Increase in my work load</td>
<td>25</td>
<td>24</td>
<td>28</td>
<td>23</td>
</tr>
<tr>
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<td>30</td>
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<td>25</td>
<td>15</td>
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<tr>
<td>Working long hours</td>
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<td>21</td>
<td>17</td>
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### Sources of Stress: SMS 1

During the PAST 12 MONTHS, how much stress did you experience from each of the following?

<table>
<thead>
<tr>
<th>Source of Stress</th>
<th>A lot</th>
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<th>A Little</th>
<th>None at All</th>
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</table>

### Sources of Stress: SMS 1 (continued)

During the PAST 12 MONTHS, how much stress did you experience from each of the following?

<table>
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<th>Some</th>
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<th>None at All</th>
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<td>Behavior problems with my child/children</td>
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<tr>
<td>Unexpected events/problems (hurricane, flood, home robbery, etc)</td>
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<tr>
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## Sources of Stress: SMS 2

During the PAST 12 MONTHS, how much stress did you experience from each of the following?

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<td>Problems with my immediate supervisor</td>
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<td>Being forced to leave the Navy before I planned</td>
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## Sources of Stress: SMS 2 (continued)

During the PAST 12 MONTHS, how much stress did you experience from each of the following?

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<td>Health problems (self)</td>
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Coping with Stress: Control 1

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<tr>
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<th>Frequently</th>
<th>Sometimes</th>
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<th>Never</th>
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<td>Talk with someone in my chain of command</td>
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<tr>
<td>Talk to professional (minister, counselor, etc)</td>
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<td>60</td>
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<tr>
<td>Argue more</td>
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<td>Drink alcohol</td>
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<td>Say a prayer/mediate</td>
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<td>Exercise or play sports</td>
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<td>28</td>
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<td>Engage in a hobby</td>
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<td>32</td>
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<tr>
<td>Play video games, watch TV, or use internet</td>
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<td>Get something to eat</td>
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<td>Sleep more</td>
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<td>Spend time alone</td>
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<td>Think of a plan to solve the problem</td>
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<td>Take medication to reduce tension</td>
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<td>Use humor to ease the tension</td>
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Coping with Stress: Control 2

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<td>Talk to professional (minister, counselor, etc)</td>
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Coping with Stress: Email 1

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<th>Activity</th>
<th>Frequently</th>
<th>Sometimes</th>
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<th>Never</th>
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Coping with Stress: Email 2

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<th>Frequently</th>
<th>Sometimes</th>
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<th>Never</th>
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<td>12</td>
<td>24</td>
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<td>59</td>
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<td>63</td>
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<td>85</td>
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<td>39</td>
<td>18</td>
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<td>42</td>
<td>13</td>
<td>8</td>
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### Coping with Stress: SMS 1

When you feel stressed or pressured, how often do you engage in each of the following activities?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Frequently</th>
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<th>Rarely</th>
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<tbody>
<tr>
<td>Talk to a friend or family member</td>
<td>39</td>
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<td>4</td>
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<td>8</td>
<td>82</td>
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### Coping with Stress: SMS 2

When you feel stressed or pressured, how often do you engage in each of the following activities?

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<tr>
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**Work Impact of Stress: Control 1**

On how many work days in the past 12 months have these things happened to you?

<table>
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<tr>
<th></th>
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</tr>
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<tr>
<td>I was late for work by 30 minutes or more</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>5</td>
<td>5</td>
<td>24</td>
<td>59</td>
</tr>
<tr>
<td>I left work early for a reason other than an errand or early holiday leave</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>7</td>
<td>15</td>
<td>30</td>
<td>44</td>
</tr>
<tr>
<td>I was hurt in an on-the-job accident</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>5</td>
<td>93</td>
</tr>
<tr>
<td>I worked below my normal level of performance</td>
<td>6</td>
<td>4</td>
<td>10</td>
<td>9</td>
<td>12</td>
<td>15</td>
<td>44</td>
</tr>
<tr>
<td>I did not come to work at all because of an illness or a personal accident</td>
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</table>

**Work Impact of Stress: Control 2**

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</table>
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</table>
Perceived Stress Scale Items: Control 1

In the past 30 days, how often have you...

<table>
<thead>
<tr>
<th>Item</th>
<th>Very often</th>
<th>Fairly often</th>
<th>Sometimes</th>
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<tbody>
<tr>
<td>Been upset because of something that happened unexpectedly?</td>
<td>17</td>
<td>20</td>
<td>38</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>Felt unable to control important things in your life?</td>
<td>20</td>
<td>14</td>
<td>28</td>
<td>23</td>
<td>14</td>
</tr>
<tr>
<td>Felt nervous and &quot;stressed&quot;?</td>
<td>27</td>
<td>21</td>
<td>37</td>
<td>12</td>
<td>4</td>
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<tr>
<td>Felt confident about your ability to handle your personal problems?</td>
<td>28</td>
<td>32</td>
<td>33</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Felt things were going your way?</td>
<td>8</td>
<td>22</td>
<td>48</td>
<td>18</td>
<td>5</td>
</tr>
<tr>
<td>Found that you could not cope with all the things that you had to do?</td>
<td>10</td>
<td>10</td>
<td>36</td>
<td>26</td>
<td>18</td>
</tr>
<tr>
<td>Been able to control irritations in your life?</td>
<td>13</td>
<td>29</td>
<td>43</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Felt that you were on top of things?</td>
<td>12</td>
<td>33</td>
<td>36</td>
<td>18</td>
<td>3</td>
</tr>
<tr>
<td>Been angered because of things that were outside of your control?</td>
<td>25</td>
<td>27</td>
<td>33</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Felt difficulties were piling up so high that you could not overcome them?</td>
<td>12</td>
<td>19</td>
<td>29</td>
<td>24</td>
<td>17</td>
</tr>
</tbody>
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Perceived Stress Scale Items: Control 2

In the past 30 days, how often have you...

<table>
<thead>
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<th>Item</th>
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<td>33</td>
<td>35</td>
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<td>6</td>
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<tr>
<td>Felt things were going your way?</td>
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<td>36</td>
<td>41</td>
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<td>16</td>
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<tr>
<td>Felt that you were on top of things?</td>
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<td>36</td>
<td>39</td>
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<tr>
<td>Been angered because of things that were outside of your control?</td>
<td>15</td>
<td>29</td>
<td>34</td>
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In the past 30 days, how often have you...

<table>
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<tr>
<th></th>
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<td>26</td>
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### Perceived Stress Scale Items: Email 2

In the past 30 days, how often have you...

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### Perceived Stress Scale Items: SMS 1

#### In the past 30 days, how often have you...

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</tbody>
</table>
Message 1

Message 7
Message 13

Do you listen to new, alternative, hip-hop, dance,Latin, folk, or country? There are over 100 types of music, and most people have at least two or three favorites. But do you know that music has the ability to drive you mad? While each person has his or her favorite type of music, some generalizations can be made about what kind of music can energize you, and what helps you wind down and relax. Here’s one of those that music can affect (or should), but don’t be fooled.

Researchers have found that quiet, soft music stimulates the brain and decreases anxiety in those who listen to this music. Soft music encourages the brain to believe that you are exposed to happy, or positive, music. In one study, people exposed to happy music have been shown to experience a lower level of stress than those who listened to classical music.

Message 19

Ahhhh...Caffeine and Sugar...But What’s The price?

You can’t tell the story of Africans without talking about coffee and sugar. A combination of “add” is so named because of its tendency to be eaten as a snack. Americans have a history of coffee, the national drink, and sugar, the national beverage. Once the coffee is cooked, the coffee is served in a cup, the sugar is poured into the cup, and the coffee is added. The coffee is served in a cup and the sugar is poured into it. The coffee is poured into the cup and the sugar is added. The coffee is served in a cup and the sugar is poured into it. The coffee is poured into the cup and the sugar is added. The coffee is served in a cup and the sugar is poured into it. The coffee is poured into the cup and the sugar is added. The coffee is served in a cup and the sugar is poured into it.

Some people, evidenced with labeled “TODAY” packages often order coffee to get, and much-needed energy. This is a popular choice, often ordered by those with a preference for coffee. However, some people prefer to drink coffee with milk and sugar. The answer here is the “Milk and Sugar” combination. The combination is made up of two ingredients: one cup of milk and one cup of sugar. The two ingredients are mixed together and the mixture is poured into the cup. The result is a beverage that is both sweet and satisfying. However, it is important to note that this beverage is not recommended for those with diabetes or those who are trying to lose weight.
Appendix B:
Initial Survey
Notification and Reminder Letters
Dear <<name>>,

I understand that there are unique challenges to recruiting duty, and I thank you for your efforts on behalf of our Navy. To help us look at those unique challenges and how you deal with them, I am asking all recruiters to participate in a study of stress among the recruiter force. This study will consist of two assessments of your level of stress, one occurring now and the second occurring in February.

Participation in this effort is voluntary, but I strongly encourage you to help me better understand your stress so that I can in turn help you and provide you with programs and policies to minimize that stress as much as possible. Your information will not be attributed to you personally, and will not have a direct impact on your Navy career. The Navy Personnel Research, Studies, and Technology (NPRST) Division will only provide me with numerical results; no personal identifiers will be included in order to maintain your anonymity.

To participate, please go to http://XXXXXXXXXXX and take the first survey. It should take no more than 20 minutes of your time. Your unique UserID for this survey is:

UserID:

[for the text group: In addition, beginning in late January, you will be sent occasional text messages about stress to your recruiter cell phone. No follow-up action is needed on these messages aside from reading them; they are designed to provide you information about the Navy's Operational Stress Control program. They will be sent from (901) 451-1522.]

[for the email group: In addition, beginning in late January, you will be sent occasional emails about stress. No follow-up action is needed on these emails aside from reading them; they are designed to provide you information about the Navy’s Operational Stress Control program. They will be sent from Evangeline.Clewis@navy.mil.]

If you have any questions, please contact the Project Director, Zannette Uriell, at DSN 882-4641, (901) 874-4641, zannette.uriell@navy.mil. Thank you again for your assistance in this effort, and for all you do for the Fleet.

Sincerely,

RDML C. S. FALLER
Commander, Navy Recruiting Command
Dear <<name>>,

A few weeks ago, you should have received a letter from RDML Faller, Commander, Navy Recruiting Command, about a study being done on stress in the recruiter force. We are planning to close the first phase of the study on XXXXXX [one month after notification letter mailed], and wanted to give you a last opportunity to participate.

If you HAVE COMPLETED the survey, thank you for your time.

If you HAVE NOT yet completed the survey, please take about 20 minutes now to do it.

Participation is voluntary, but your opinions help Navy leadership to better understand the stresses you deal with as a recruiter. Your information will not be attributed to you personally, and will not have a direct impact on your Navy career. No personal identifiers will be included in order to maintain your anonymity; only aggregated numerical results will be provided.

The survey is available at http://XXXXXXXXXXX. Your unique UserID for this survey is:

UserID:

[for the text group: In about two weeks, you should begin receiving occasional text messages about navigating stress on your Navy cell phone. These messages are designed to provide you information about the Navy’s Operational Stress Control program and do not require any follow-up action. They will be sent from (901) 451-1522.]

[for the email group: In about two weeks, you should begin receiving occasional email messages about navigating stress. These messages are designed to provide you information about the Navy’s Operational Stress Control program and do not require any follow-up action. They will be sent from XXXXX@navy.mil.]

If you have any questions, please contact the Project Director, Zannette Uriell, at DSN 882-4641, (901) 874-4641, zannette.uriell@navy.mil. Thank you again for your assistance in this effort, and for all you do for the Fleet.

Sincerely,

David Cashbaugh, Director
Navy Personnel Research, Studies, and Technology
Bureau of Naval Personnel
Appendix C:
Survey Instrument
Dear Navy Recruiter,

We are currently studying the stress experienced by all Navy Recruiters, and this survey is the last step to helping Navy leadership understand your opinions on stress. Although your participation is voluntary, the success of this study depends on you because results need to accurately reflect recruiters like you. You may have previously completed a version of this survey. So that we can complete the study, we are also requesting that you complete this version, whether you did or did not complete the earlier version.

The Recruiter Stress Study is being conducted by the Institute for Organizational Assessment (BUPERS-14), at the Navy Personnel Research, Studies, and Technology (NPRST) division of the Bureau of Naval Personnel. If you have any questions regarding this study, please contact: Zannette.Uriell@navy.mil

Thank you for your time and participation.

Please enter your UserName:  

Next
Recruiter Stress Study

You are being invited to take part in a research study titled "Recruiter Stress Study" conducted by the Navy Personnel Research, Studies, and Technology (NPRST) division of the Bureau of Naval Personnel. Your decision not to take part, or to stop being a part of the research project will not negatively impact you in any way.

Public Law 93-579, called the Privacy Act of 1974, requires that you be informed of the purpose of this survey and of the uses to be made of the information collected. Authority to request this information is granted under 10 U.S.C. 5031 and 5032, and 5 U.S.C. 301: Executive Order 9397. License to administer this survey is granted per OPNAVINST 5300.8C under OPNAV Report Control Symbol 1136-3, which expires 31 December 2011.

PURPOSE: The purpose of this questionnaire is to collect data to evaluate existing and proposed Navy personnel policies, procedures, and programs. The information provided in this questionnaire will be analyzed by the NPRST. The data files will be maintained by NPRST where they may be used for determining changing trends in the Navy. The dataset may be used in future research. Datasets without any identifying information may be analyzed by researchers outside of NPRST.

PARTICIPATION: Completion of this questionnaire is entirely voluntary. Failure to respond to any of the questions will NOT result in any penalties except possible lack of representation of your views in the final results and outcomes. You may discontinue participation at any time without penalty. There is no direct benefit from being in this study; however, taking part may help improve Navy policies, programs, and/or procedures for Navy personnel in the future.

RISK(S): The only risk to you is inappropriate disclosure of data you provide. However, NPRST has a number of procedures in place to ensure that the data collected is safe and protected.

CONFIDENTIALITY: All responses will be held in confidence by NPRST. Information you provide will be statistically summarized with the responses of others, and will not be attributable to any single individual. Datasets without any identifying information may be analyzed by researchers outside of NPRST. The information provided will not become part of your official military record and will not affect your career or benefits in any way. Survey comments without any identifying information may be read by authorized personnel outside of NPRST.

QUESTIONS: If you have any questions about this research study, please contact the Project Director at DSN 882-4641 or COM (901) 874-4641. If you have any questions regarding Human Subjects issues, please contact the NPRST Protection of Human Subjects Committee, DSN 882-4994, COM (901) 874-4994, or email nprstirb@navy.mil.

PLEASE CHECK ONE OF THE FOLLOWING:
I HAVE READ THE INFORMED CONSENT AND PRIVACY ACT STATEMENT AND I:

- Wish to voluntarily participate in this study.
- Do not wish to participate in this study.
NPRST PHS STATEMENT:
This study (NPRST-2010-0001-F) has been reviewed by the Navy Personnel Research, Studies, & Technology division's Protection of Human Subjects (PHS) Committee of the Bureau of Naval Personnel. For any questions about research subject's rights, call the NPRST PHS at (901) 874-4994, e-mail nprstirb@navy.mil.
What is your current paygrade?

- E1
- E2
- E3
- E4
- E5
- E6
- E7
- E8
- E9
- W2
- W3
- W4
- W5
- O1/O1E
- O2/O2E
- O3/O3E
- O4
- O5
- O6
- O7 or above

Are you:

- Male
- Female
What is your current marital status?
- Single, never married
- Married
- Divorced
- Widowed
- Separated

How many dependent children (under the age of 21) do you have?
- None
- One or more dependent child(ren)

How would you characterize your recruiting station?
- Small
- Medium
- Large
How satisfied are you with Navy life?
- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

How would you rate the overall morale of your present command?
- Very high
- High
- Medium
- Low
- Very low

I feel positive about my future Navy career.
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
STRESS

During the PAST 12 MONTHS, how much stress did you experience at work or while carrying out your military recruiting duties?

- A lot
- Some
- A little
- None at all

During the PAST 12 MONTHS, how much did stress at work interfere with your ability to perform your recruiting job?

- A lot
- Some
- A little
- None at all

During the PAST 12 MONTHS, how much stress did you experience outside of work (in your family or social life)?

- A lot
- Some
- A little
- None at all

Next
STRESS (Continued)

During the PAST 12 MONTHS, how much did stress outside of work (in your family or social life) interfere with your ability to perform your recruiting job?

- A lot
- Some
- A little
- None at all

During the PAST 12 MONTHS, how much did stress at work interfere with your family or social life?

- A lot
- Some
- A little
- None at all

How does the stress you experience at work as a recruiter compare to that of your previous non-recruiter duty?

- Previous non-recruiter duty was more stressful
- Recruiter duty work stress and previous non-recruiter duty work stress are about the same
- Recruiter duty is more stressful
<table>
<thead>
<tr>
<th>Stress Source</th>
<th>A lot</th>
<th>Some</th>
<th>A little</th>
<th>None at all</th>
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</thead>
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<tr>
<td>Lack of personnel in my work group to get the job done</td>
<td>q15_r1</td>
<td>q15_r1</td>
<td>q15_r1</td>
<td>q15_r1</td>
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<tr>
<td>Unpredictability of job duties</td>
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<td>q15_r2</td>
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<tr>
<td>Problems with spouse/partner</td>
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<td>Increase in my work load</td>
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<td>q15_r10</td>
<td>q15_r10</td>
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<tr>
<td>Not enough time to complete tasks/duties at work</td>
<td>q15_r11</td>
<td>q15_r11</td>
<td>q15_r11</td>
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<tr>
<td>Not enough time to take care of responsibilities at home</td>
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<td>Working long hours</td>
<td>q15_r13</td>
<td>q15_r13</td>
<td>q15_r13</td>
<td>q15_r13</td>
</tr>
<tr>
<td>Conflicts between my military duties and family responsibilities</td>
<td>q15_r14</td>
<td>q15_r14</td>
<td>q15_r14</td>
<td>q15_r14</td>
</tr>
<tr>
<td>Having a baby</td>
<td>q15_r15</td>
<td>q15_r15</td>
<td>q15_r15</td>
<td>q15_r15</td>
</tr>
<tr>
<td>Finding childcare/daycare</td>
<td>q15_r16</td>
<td>q15_r16</td>
<td>q15_r16</td>
<td>q15_r16</td>
</tr>
<tr>
<td>Care of aging parents or other family members</td>
<td>q15_r17</td>
<td>q15_r17</td>
<td>q15_r17</td>
<td>q15_r17</td>
</tr>
<tr>
<td>Death in the family</td>
<td>q15_r18</td>
<td>q15_r18</td>
<td>q15_r18</td>
<td>q15_r18</td>
</tr>
<tr>
<td>Divorce or breakup</td>
<td>q15_r19</td>
<td>q15_r19</td>
<td>q15_r19</td>
<td>q15_r19</td>
</tr>
<tr>
<td>Financial problems</td>
<td>q15_r20</td>
<td>q15_r20</td>
<td>q15_r20</td>
<td>q15_r20</td>
</tr>
<tr>
<td>Problems selling my house</td>
<td>q15_r21</td>
<td>q15_r21</td>
<td>q15_r21</td>
<td>q15_r21</td>
</tr>
<tr>
<td>Problems with spouse employment</td>
<td>q15_r22</td>
<td>q15_r22</td>
<td>q15_r22</td>
<td>q15_r22</td>
</tr>
<tr>
<td>Health problems (self)</td>
<td>q15_r23</td>
<td>q15_r23</td>
<td>q15_r23</td>
<td>q15_r23</td>
</tr>
<tr>
<td></td>
<td>A lot</td>
<td>Some</td>
<td>A little</td>
<td>None at all</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------</td>
<td>------</td>
<td>----------</td>
<td>-------------</td>
</tr>
<tr>
<td>Health problems (family members)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Behavior problems with my child/children</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unexpected events/problems (hurricane, flood, home robbery, etc.)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not enough time for rest or recreation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
When you feel stressed or pressured, how often do you engage in each of the following activities?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Frequently</th>
<th>Sometimes</th>
<th>Rarely</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Talk to a friend or family member</td>
<td>q16_r1</td>
<td>q16_r2</td>
<td>q16_r3</td>
<td>q16_r4</td>
</tr>
<tr>
<td>Talk with someone in my chain of command</td>
<td>q16_r2</td>
<td>q16_r3</td>
<td>q16_r4</td>
<td>q16_r5</td>
</tr>
<tr>
<td>Talk to a professional (minister, counselor, etc)</td>
<td>q16_r3</td>
<td>q16_r4</td>
<td>q16_r5</td>
<td>q16_r6</td>
</tr>
<tr>
<td>Argue more</td>
<td>q16_r4</td>
<td>q16_r5</td>
<td>q16_r6</td>
<td>q16_r7</td>
</tr>
<tr>
<td>Light up a smoke</td>
<td>q16_r5</td>
<td>q16_r6</td>
<td>q16_r7</td>
<td>q16_r8</td>
</tr>
<tr>
<td>Drink alcohol</td>
<td>q16_r6</td>
<td>q16_r7</td>
<td>q16_r8</td>
<td>q16_r9</td>
</tr>
<tr>
<td>Say a prayer/meditate</td>
<td>q16_r7</td>
<td>q16_r8</td>
<td>q16_r9</td>
<td>q16_r10</td>
</tr>
<tr>
<td>Exercise or play sports</td>
<td>q16_r8</td>
<td>q16_r9</td>
<td>q16_r10</td>
<td>q16_r11</td>
</tr>
<tr>
<td>Engage in a hobby</td>
<td>q16_r9</td>
<td>q16_r10</td>
<td>q16_r11</td>
<td>q16_r12</td>
</tr>
<tr>
<td>Play video games, watch TV, or use internet</td>
<td>q16_r10</td>
<td>q16_r11</td>
<td>q16_r12</td>
<td>q16_r13</td>
</tr>
<tr>
<td>Get something to eat</td>
<td>q16_r11</td>
<td>q16_r12</td>
<td>q16_r13</td>
<td>q16_r14</td>
</tr>
<tr>
<td>Sleep more</td>
<td>q16_r12</td>
<td>q16_r13</td>
<td>q16_r14</td>
<td>q16_r15</td>
</tr>
<tr>
<td>Spend time alone</td>
<td>q16_r13</td>
<td>q16_r14</td>
<td>q16_r15</td>
<td>q16_r16</td>
</tr>
<tr>
<td>Think of a plan to solve the problem</td>
<td>q16_r14</td>
<td>q16_r15</td>
<td>q16_r16</td>
<td>q16_r17</td>
</tr>
<tr>
<td>Take medication to reduce tension</td>
<td>q16_r15</td>
<td>q16_r16</td>
<td>q16_r17</td>
<td>q16_r18</td>
</tr>
<tr>
<td>Use humor to ease the tension</td>
<td>q16_r16</td>
<td>q16_r17</td>
<td>q16_r18</td>
<td>q16_r19</td>
</tr>
<tr>
<td>Think about the good things in your life</td>
<td>q16_r17</td>
<td>q16_r18</td>
<td>q16_r19</td>
<td>q16_r20</td>
</tr>
<tr>
<td>Other</td>
<td>q16_r18</td>
<td>q16_r19</td>
<td>q16_r20</td>
<td>q16_r21</td>
</tr>
</tbody>
</table>
On how many work days in the PAST 12 MONTHS have these things happened to you?

<table>
<thead>
<tr>
<th>Event</th>
<th>40 days or more</th>
<th>21-39 days</th>
<th>12-20 days</th>
<th>7-11 days</th>
<th>4-6 days</th>
<th>1-3 days</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td>I was late for work by 30 minutes or more</td>
<td>q17_r1</td>
<td>q17_r1</td>
<td>q17_r1</td>
<td>q17_r1</td>
<td>q17_r1</td>
<td>q17_r1</td>
<td>q17_r1</td>
</tr>
<tr>
<td>I left work early for a reason other than an errand or early holiday leave</td>
<td>q17_r2</td>
<td>q17_r2</td>
<td>q17_r2</td>
<td>q17_r2</td>
<td>q17_r2</td>
<td>q17_r2</td>
<td>q17_r2</td>
</tr>
<tr>
<td>I was hurt in an on-the-job accident</td>
<td>q17_r3</td>
<td>q17_r3</td>
<td>q17_r3</td>
<td>q17_r3</td>
<td>q17_r3</td>
<td>q17_r3</td>
<td>q17_r3</td>
</tr>
<tr>
<td>I worked below my normal level of performance</td>
<td>q17_r4</td>
<td>q17_r4</td>
<td>q17_r4</td>
<td>q17_r4</td>
<td>q17_r4</td>
<td>q17_r4</td>
<td>q17_r4</td>
</tr>
<tr>
<td>I did not come to work at all because of an illness or a personal accident</td>
<td>q17_r5</td>
<td>q17_r5</td>
<td>q17_r5</td>
<td>q17_r5</td>
<td>q17_r5</td>
<td>q17_r5</td>
<td>q17_r5</td>
</tr>
</tbody>
</table>
In the PAST 30 DAYS, how often have you... 

<table>
<thead>
<tr>
<th></th>
<th>Very often</th>
<th>Fairly often</th>
<th>Sometimes</th>
<th>Almost never</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Been upset because of something that happened unexpectedly?</td>
<td>q18_r1</td>
<td>q18_r1</td>
<td>q18_r1</td>
<td>q18_r1</td>
<td>q18_r1</td>
</tr>
<tr>
<td>Felt unable to control important things in your life?</td>
<td>q18_r2</td>
<td>q18_r2</td>
<td>q18_r2</td>
<td>q18_r2</td>
<td>q18_r2</td>
</tr>
<tr>
<td>Felt nervous and “stressed”?</td>
<td>q18_r3</td>
<td>q18_r3</td>
<td>q18_r3</td>
<td>q18_r3</td>
<td>q18_r3</td>
</tr>
<tr>
<td>Felt confident about your ability to handle your personal problems?</td>
<td>q18_r4</td>
<td>q18_r4</td>
<td>q18_r4</td>
<td>q18_r4</td>
<td>q18_r4</td>
</tr>
<tr>
<td>Felt things were going your way?</td>
<td>q18_r5</td>
<td>q18_r5</td>
<td>q18_r5</td>
<td>q18_r5</td>
<td>q18_r5</td>
</tr>
<tr>
<td>Found that you could not cope with all the things that you had to do?</td>
<td>q18_r6</td>
<td>q18_r6</td>
<td>q18_r6</td>
<td>q18_r6</td>
<td>q18_r6</td>
</tr>
<tr>
<td>Been able to control irritations in your life?</td>
<td>q18_r7</td>
<td>q18_r7</td>
<td>q18_r7</td>
<td>q18_r7</td>
<td>q18_r7</td>
</tr>
<tr>
<td>Felt that you were on top of things?</td>
<td>q18_r8</td>
<td>q18_r8</td>
<td>q18_r8</td>
<td>q18_r8</td>
<td>q18_r8</td>
</tr>
<tr>
<td>Been angered because of things that were outside of your control?</td>
<td>q18_r9</td>
<td>q18_r9</td>
<td>q18_r9</td>
<td>q18_r9</td>
<td>q18_r9</td>
</tr>
<tr>
<td>Felt difficulties were piling up so high that you could not overcome them?</td>
<td>q18_r10</td>
<td>q18_r10</td>
<td>q18_r10</td>
<td>q18_r10</td>
<td>q18_r10</td>
</tr>
</tbody>
</table>

Next
How much sleep have you gotten in the past 30 days?
- Too much
- About the right amount
- Not enough

What impact does your OVERALL level of stress have on your desire to stay in the Navy?
- Greatly increases my desire to stay in the Navy
- Increases my desire to stay in the Navy
- No effect on decision
- Decreases my desire to stay in the Navy
- Greatly decreases my desire to stay in the Navy

Compared to four months ago, my current level of stress is . . .
- A lot higher
- A little higher
- About the same
- A little lower
- A lot lower
Over the last three months, did you receive any emails with stress tips?

- Yes
- No
- Don't remember
How many of those emails did you read?

- All
- Most
- Some
- Few
- None
STRESS MESSAGES (TEXT)

Over the last three months, did you receive any text messages to your Navy cell phone with stress tips?

- Yes
- No
- Don't remember
How many of those text messages to your Navy cell phone did you read?

- All
- Most
- Some
- Few
- None
Which ONE email or text message was most memorable to you? (Please summarize below.) (NOTE: 1,000 character limit.)
STRESS MESSAGES (Continued)

On average, how did those emails and/or text messages impact your stress at the times you received them?

- Reduced my stress
- Had no impact on my stress
- Increased my stress
How much was your stress impacted?

- Greatly
- Somewhat
- Slightly
Have any of those emails and/or text messages impacted your stress at any time since you received them?

- Reduced my stress
- Had no impact on my stress
- Increased my stress
How much has your stress been impacted since receiving them?

- Greatly
- Somewhat
- Slightly
Which ONE message most impacted to you? (Please summarize below.) (NOTE: 1,000 character limit.)
How many of the emails and/or text messages did you forward to others?

- All
- Most
- Some
- Few
- None
If Navy leadership decided to send out reminders through text messaging or email about navigating stress (similar to those that you received), who do you think should receive them?

- Not applicable, reminders about navigating stress should not be sent electronically to Sailors
- Reminders should be sent only to junior Sailors
- Reminders should be sent only to leaders
- Reminders should be sent only to Sailors who opt to receive them
- Reminders sent to another group - please specify: 

Next
If you had the choice, would you opt into a similar program that sends out tips about navigating stress (similar to those that you received)?

- Unsure
- No
- Yes, would opt for emails
- Yes, would opt for text messages
- Yes, would opt for both emails and text messages
What ONE thing could Navy Recruiting Command do to make your job as a recruiter less stressful? (NOTE: 1,000 character limit.)
THANK YOU!

You have completed the Recruiter Stress Survey. We appreciate your input; your data will help Navy Recruiting Command leadership better understand recruiter stress.

You will now be redirected to the Navy Personnel Research, Studies, and Technology home page or you may close this window.
Appendix D: Messages
<table>
<thead>
<tr>
<th>#</th>
<th>Message</th>
<th>Principle</th>
<th>Date</th>
<th>Day</th>
<th>Email Rcv'd</th>
<th>Text Rcv'd</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Know yourself, know your stress zone. Visit <a href="http://bit.ly/ayKMSz">http://bit.ly/ayKMSz</a></td>
<td>Awareness &amp; resources</td>
<td>8-Feb</td>
<td>M</td>
<td>1422</td>
<td>1628</td>
</tr>
<tr>
<td>2</td>
<td>What’s fueling your body? It matters – eat right.</td>
<td>Physiology – healthy eating</td>
<td>11-Feb</td>
<td>Th</td>
<td>1401</td>
<td>1543</td>
</tr>
<tr>
<td>3</td>
<td>Be still a second. Notice if your shoulders are tense..your neck..your eyes. Good time for a stretch to de-stress.</td>
<td>Physiological – muscle tension</td>
<td>16-Feb</td>
<td>T</td>
<td>1452</td>
<td>1734</td>
</tr>
<tr>
<td>4</td>
<td>What are you thankful for? An attitude of gratitude can ease tension.</td>
<td>Other-Spiritual – gratitude</td>
<td>20-Feb</td>
<td>S</td>
<td>1415</td>
<td>1621</td>
</tr>
<tr>
<td>5</td>
<td>Stinkin’ thinkin’ wears you down. Mind the mind.</td>
<td>Cognitive</td>
<td>24-Feb</td>
<td>W</td>
<td>1341</td>
<td>1548</td>
</tr>
<tr>
<td>6</td>
<td>Let 3 people in your life know how they make a difference to you.</td>
<td>Social – belonging &amp; effectiveness</td>
<td>26-Feb</td>
<td>F</td>
<td>1410</td>
<td>1630</td>
</tr>
<tr>
<td>8</td>
<td>Respond vs. React: <a href="http://bit.ly/aNSZHS">http://bit.ly/aNSZHS</a></td>
<td>Physiological</td>
<td>4-Mar</td>
<td>Th</td>
<td>1538</td>
<td>1719</td>
</tr>
<tr>
<td>9</td>
<td>Stressed and need sleep? Get some tonight.</td>
<td>Physiological</td>
<td>9-Mar</td>
<td>T</td>
<td>1313</td>
<td>1547</td>
</tr>
<tr>
<td>11</td>
<td>Worries on your mind? Make a list. Sort out those you can do something about &amp; those you can't. Use your energy for action NOT anxiety.</td>
<td>Cognitive</td>
<td>17-Mar</td>
<td>W</td>
<td>1720</td>
<td>1704</td>
</tr>
<tr>
<td>12</td>
<td>Feeling good? Share it.</td>
<td>Social – rel. skills</td>
<td>20-Mar</td>
<td>S</td>
<td>1638</td>
<td>1836</td>
</tr>
<tr>
<td>14</td>
<td>Breathing is essential to health. Take a few minutes to breathe all the way into your gut. Count to 4 while breathing in, hold, breathe out.</td>
<td>Physiological – diaphragmatic breathing</td>
<td>26-Mar</td>
<td>F</td>
<td>1515</td>
<td>1720</td>
</tr>
<tr>
<td>15</td>
<td>Grieving a loss? Maybe its time to reach out.</td>
<td>Awareness &amp; resources</td>
<td>30-Mar</td>
<td>T</td>
<td>1459</td>
<td>1757</td>
</tr>
<tr>
<td>16</td>
<td>Take time to think about the meaning behind what you are doing. Let your family and shipmates know how each person makes a difference.</td>
<td>Other-Spiritual/ cognitive – Finding meaning</td>
<td>2-Apr</td>
<td>F</td>
<td>1620</td>
<td>1827</td>
</tr>
<tr>
<td>17</td>
<td>Feeling stressed? Take time to talk it out with a friend.</td>
<td>Social – rel. skills</td>
<td>6-Apr</td>
<td>T</td>
<td>1456</td>
<td>1700</td>
</tr>
<tr>
<td>18</td>
<td>Be here now. Notice what you see, hear, feel.</td>
<td>Other-Grounding</td>
<td>11-Apr</td>
<td>Su</td>
<td>4/12 0844</td>
<td>1740</td>
</tr>
<tr>
<td>19</td>
<td>Limit your caffeine and sugar, they can contribute to stress – <a href="http://bit.ly/cHNVhO">http://bit.ly/cHNVhO</a></td>
<td>Physiological</td>
<td>14-Apr</td>
<td>W</td>
<td>1409</td>
<td>1622</td>
</tr>
<tr>
<td>20</td>
<td>Feeling down? Do a good deed for someone else today - it works.</td>
<td>Cognitive / behavioral</td>
<td>19-Apr</td>
<td>M</td>
<td>1609</td>
<td>1759</td>
</tr>
<tr>
<td>21</td>
<td>Are you listening? Practice being a good listener today.</td>
<td>Social – rel. skills</td>
<td>22-Apr</td>
<td>Th</td>
<td>1432</td>
<td>1736</td>
</tr>
<tr>
<td>22</td>
<td>Thirsty? Time for a water break! Good hydration is essential to health and stress control.</td>
<td>Physiological – hydration</td>
<td>28-Apr</td>
<td>W</td>
<td>1544</td>
<td>1813</td>
</tr>
<tr>
<td>24</td>
<td>Take 30 minutes to do something you enjoy.</td>
<td>Physiological</td>
<td>12-May</td>
<td>W</td>
<td>1448</td>
<td>1630</td>
</tr>
<tr>
<td>25</td>
<td>How did you succeed through a stressful time before? Overcoming builds resilience.</td>
<td>Other-Resilience – reinforcing success</td>
<td>14-May</td>
<td>F</td>
<td>1408</td>
<td>1619</td>
</tr>
</tbody>
</table>
Appendix E: Final Survey Notification and Reminder Letters
Dear «rate» «last»,

About 4 months ago, you should have received a letter from RDML Faller, Commander, Navy Recruiting Command, asking you to participate in the first of two surveys about stress in the recruiter force. **Regardless of whether or not you completed the first survey, now is the time to complete the second survey.** <<The survey also provides you with an opportunity to provide feedback on the emails you should have received in the last few months with tips about navigating stress. >> The survey also provides you with an opportunity to provide feedback on the text messages you should have received in the last few months with tips about navigating stress. >>

Please take about 20 minutes out of your busy day to complete the survey at [http://www.nprstsurveys.com/osc2/logn.htm](http://www.nprstsurveys.com/osc2/logn.htm). Your unique UserID for this survey is: **UserID: «SOCUSE»**

The survey is voluntary, but YOUR information is important to providing an accurate picture of recruiter stress. Your information will not be attributed to you personally, and will not have a direct impact on your Navy career. We only provide numerical results to Navy leadership; no personal identifiers will be included in order to maintain your anonymity.

If you have any questions, please contact the Project Director, Zannette Uriell, at DSN 882-4641, (901) 874-4641, zannette.uriell@navy.mil. Thank you again for your assistance in this effort, and for all you do for the Fleet.

Sincerely,

David Cashbaugh, Director
Navy Personnel Research, Studies, and Technology
Bureau of Naval Personnel
Dear <<name>>,

By now, you should have received several letters about the on-going study of stress in the recruiter force. We plan to close out the entire study on 25 June 2010, and wanted to give you a last chance to add your opinions.

If you HAVE COMPLETED the second survey since 17 May 2010, thank you for your time.

If you HAVE NOT yet completed the second survey (since 17 May 2010), please take about 20 minutes now to do it while you are thinking about it.

Participation is still voluntary, but your input is very important to this effort. Your information will not be attributed to you personally, and will not have a direct impact on your Navy career. No personal identifiers will be included in order to maintain your anonymity; only aggregated numerical results will be provided.

The survey is available at https://opinion.nprst.navy.mil/surveys/OSC1/Login.htm. Your unique UserName for this survey is:

**UserName: <<socuse>>**

If you have any questions, please contact the Project Director, Zannette Uriell, at DSN 882-4641, (901) 874-4641, zannette.urieill@navy.mil. Thank you again for your assistance in this effort, and for all you do for the Fleet.

Sincerely,

David Cashbaugh, Director
Navy Personnel Research, Studies, and Technology
Bureau of Naval Personnel
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