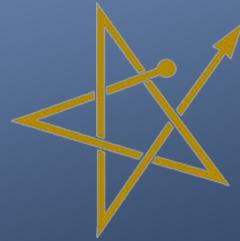


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## Recruiter Stress: An Experiment Using Text-messages as a Stress Intervention

Zannette A. Uriell  
Evangeline M. Clewis  
*Navy Personnel Research, Studies, and Technology*



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<b>14. ABSTRACT</b> 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.					
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## Foreword

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.

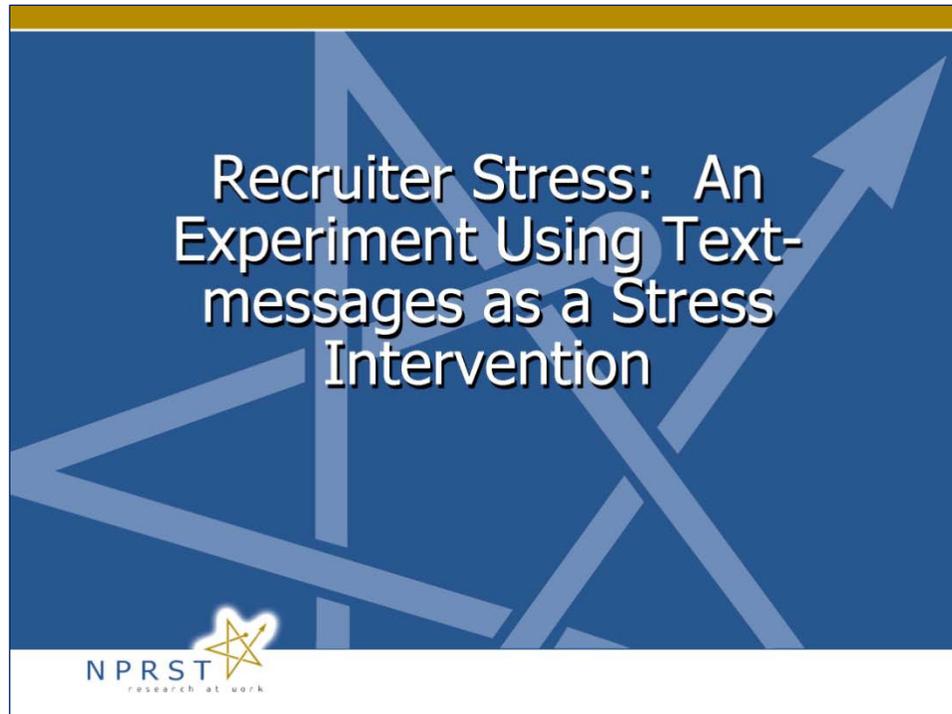
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Stress has been of particular interest in recent years. Congressional testimony has addressed stress, and rates of suicide (often seen as a result of extreme stress) have been increasing. In early 2009, concerns were raised about Army recruiter suicides. 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/nmcscd/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.

## 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

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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.

## Navy Recruiter Stress Study

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- All Navy recruiters asked to participate in initial short, web-based stress assessment
- Recruiters who could be linked to a cell phone were randomly divided into three groups for 3-month experiment:
  - Control – Received no stress-navigation messages
  - Experimental-SMS – Received stress-navigation messages by text message (SMS)
  - Experimental-email – Received stress-navigation messages through email
- Recruiters in experiment asked to do final web-based stress assessment
  - Results between two administrations compared to determine impact, if any, of stress-navigation messages

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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.

## Stress Assessment Administrations

Initial Assessment		Final Assessment	
Start	11 Jan 2010	Start	17 May 2010
Reminders	25 Jan 2010	Reminders	3 Jun 2010
End	8 Feb 2010	End	25 Jun 2010
Sample	4,982	Sample	3,054
Returns	863	Returns	414
Response Rate	18%	Response Rate	13%
<b>Overall Margins of Error</b> +/-4% or less for E6 and below +/-6% or less for E7 and above		<b>Experimental Margins of Error</b> +/-9% for each experimental group	

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

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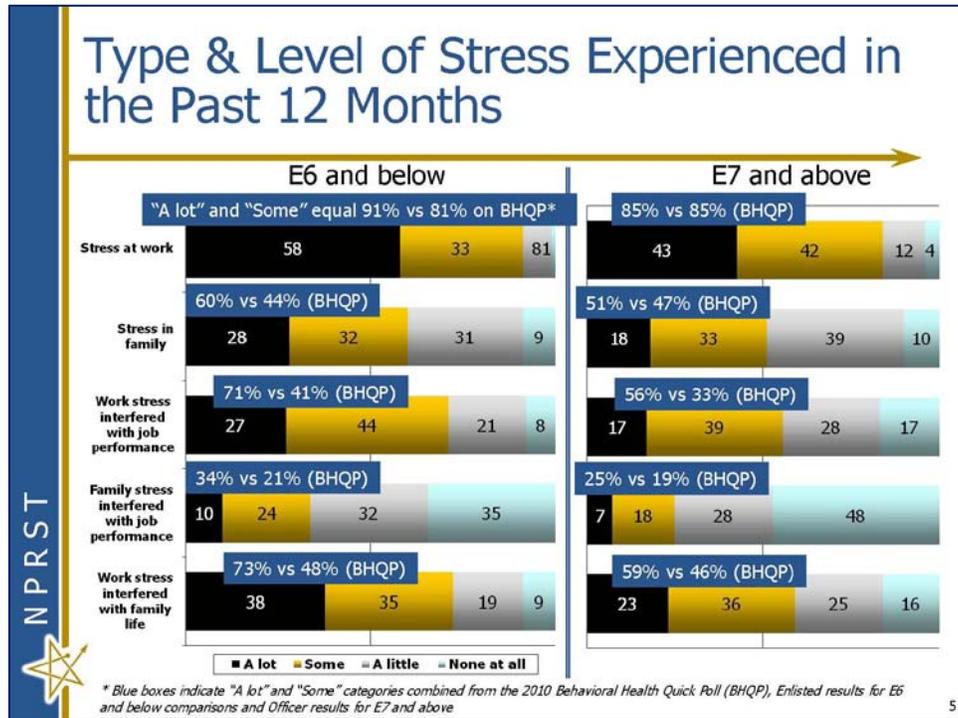
At total of 4,982 production recruiters were invited to participate in the initial assessment in January 2010. Letters were sent to the district headquarters (as determined by onboard unit identification code [UIC] listed in the Enlisted and Officer Master Files) and included the website as well as their 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 3/4 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.

## Most Common Stressors

The combined list of top 5 stressors for each group are presented below. Overall, the percentage who report these stressors are higher than found on the 2010 Behavioral Health Quick Poll.

During the PAST 12 MONTHS, how much stress did you experience from each of the following? (A lot or Some)				
	BH QP Enlisted	BH QP Officer	E6 and below	E7 and above
Unpredictability of job duties	44%	44%	74%	59%
Working long hours	42%	34%	73%	53%
Not enough time to take care of responsibilities at home	43%	39%	64%	46%
Not enough time for rest or recreation	39%	32%	58%	35%
Conflicts between my military duties and family responsibilities	34%	33%	57%	38%
Increase in my work load	34%	36%	56%	46%
Not enough time to complete tasks/duties at work	28%	36%	51%	47%
Lack of personnel in my work group to get the job done	51%	44%	41%	50%

NOTE: Includes the top 5 of each group; sorted by E6 and below results.

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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.

# Productivity Impact of Stress for Recruiting

Estimates of productivity impacts of stress show:

- > 2,000 recruiters were late in the past 12 months (an estimated loss of over 4,500 hours), about 200 more than would be expected based on Navy-wide estimates
- > 1,900 recruiters lost at least one day (an estimated loss of 9,500 days) in the past 12 months dues to illness or personal accident, about 800 more than would be expected based on Navy-wide estimates

On how many work days in the PAST 12 MONTHS have these things happened to you?

	At least once in last year		At least once in last year		At least 12 times in last year	
	BH QP Stressed Enlisted	BH QP Stressed Officer	E6 and below	E7 and above	E6 and below	E7 and above
I was late for work by 30 minutes or more	39%	28%	43%	35%	5%	3%
I left work early for a reason other than an errand or early holiday leave	46%	39%	53%	51%	5%	8%
I was hurt in an on-the-job accident	18%	6%	7%	2%	1%	0%
I worked below my normal level of performance	53%	52%	56%	36%	19%	11%
I did not come to work at all because of an illness or a personal accident	26%	28%	39%	40%	6%	3%

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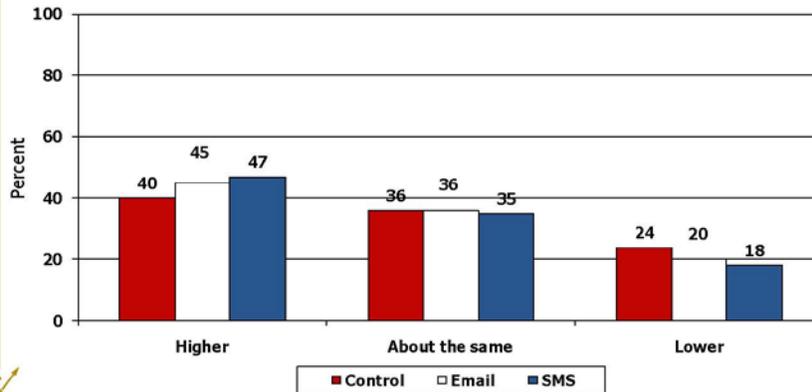
Respondents were asked how often their work had been impacted by five different behaviors. Results are presented for behaviors that occurred at least once as well as at least once a month (on average) in the last 12 months. The productivity impact estimates presented on the slide are based upon those 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%).

## Perception of Stress Compared to 4 Months ago

Although experimental results showed few differences between the survey administered in January and the survey in June, 40% or more of respondents felt their stress had increased from 4 months previous while a quarter or less felt their stress had decreased.



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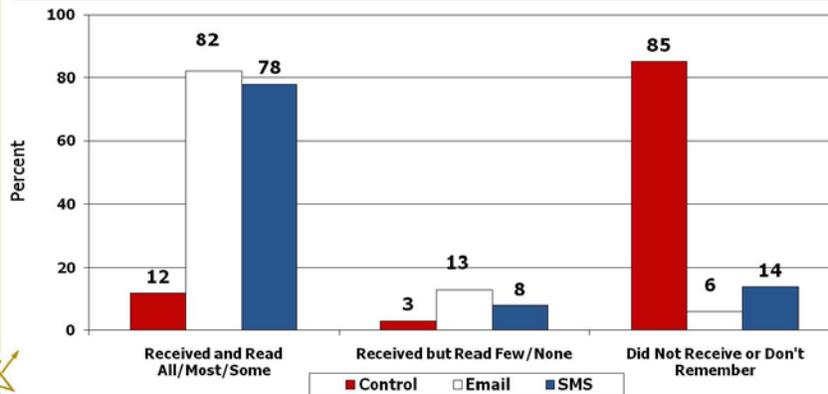


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A question was added to the second survey asking respondents to compare their stress level to what they felt four months previously (at about the time of the first survey). While the comparisons of results between the two administrations do not show 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.

## Received and Read Any Messages with Stress Tips

Overall, those in the experimental groups remembered receiving the messages and read at least some of them. Even some in the control group - who did not receive the messages from the researchers - indicated they received messages, forwarded from other recruiters.



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.

## Most Memorable Message

- 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)
- 17 replied with 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

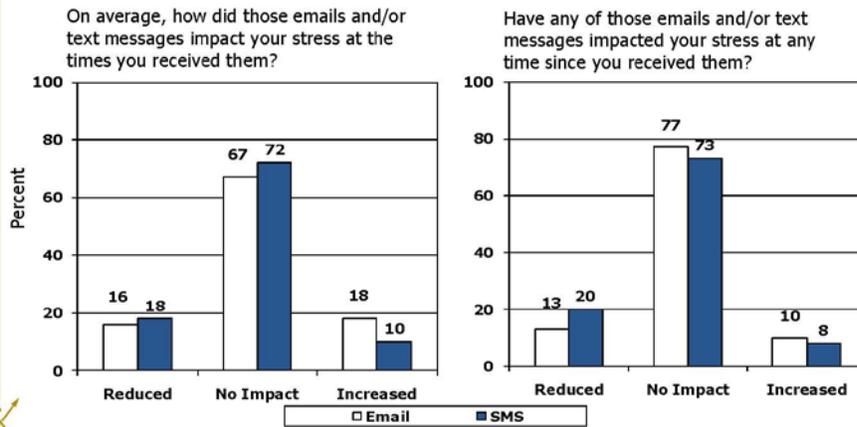
NOTE: Only includes those who indicated they had received emails and/or text messages.

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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 1/4 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.

# Impact of Messages

For most respondents, messages had no perceived impact on stress. Of those who perceived an impact, the impact was almost as likely to increase stress as to reduce it.



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

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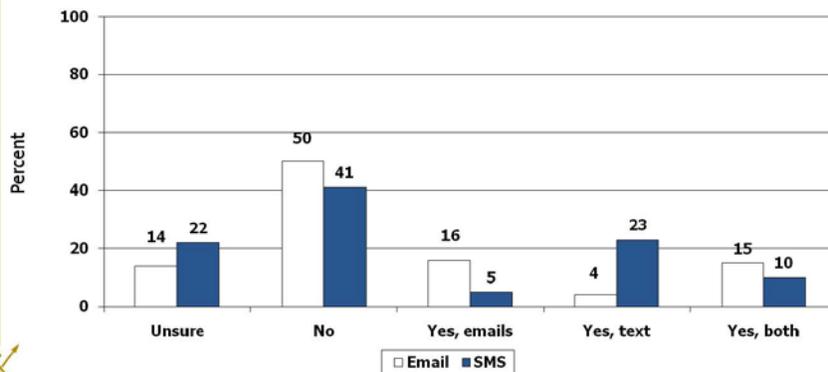
Those who had received messages were asked about the impact (on average) of those messages, both at the time they received them and since they had received them. The majority indicated that they had no impact. Of those who perceived an impact, it was almost as likely to cause an increase in their stress 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.

## Opting Into a Navy Program for Stress Tips

Over ¼ of respondents indicated they would opt into a program that sends out tips while another ¼ are unsure if they would.

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



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

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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.

## Summary

- Recruiters are generally satisfied with their lives and feel positive about their Navy futures
- Stress at work is higher for recruiters than overall Navy results from the 2010 Behavioral Health Quick Poll
  - 2/3 of juniors and half of seniors indicate work stress interferes with their recruiting job and with their family/social life
- Stress at home is slightly higher than the 2010 BH QP for juniors but similar for seniors
- Most common stressors are long hours and unpredictability of the job
  - Officers also perceive a lack of personnel
- About 20% of E6 and below have worked below normal at least once a month (on average) in the previous year

- Levels of stress are generally similar between the three experimental conditions and between the two survey administrations
  - 40% or more indicate their stress is higher than 4 months ago
- Majority of those receiving emails or text messages remember receiving them, and the majority of those read at least some of the messages
- Physiological messages were the most memorable
- 2/3 said the messages had no impact on their stress while the remainder were as likely to perceive an increase as they were to perceive a decrease in their stress

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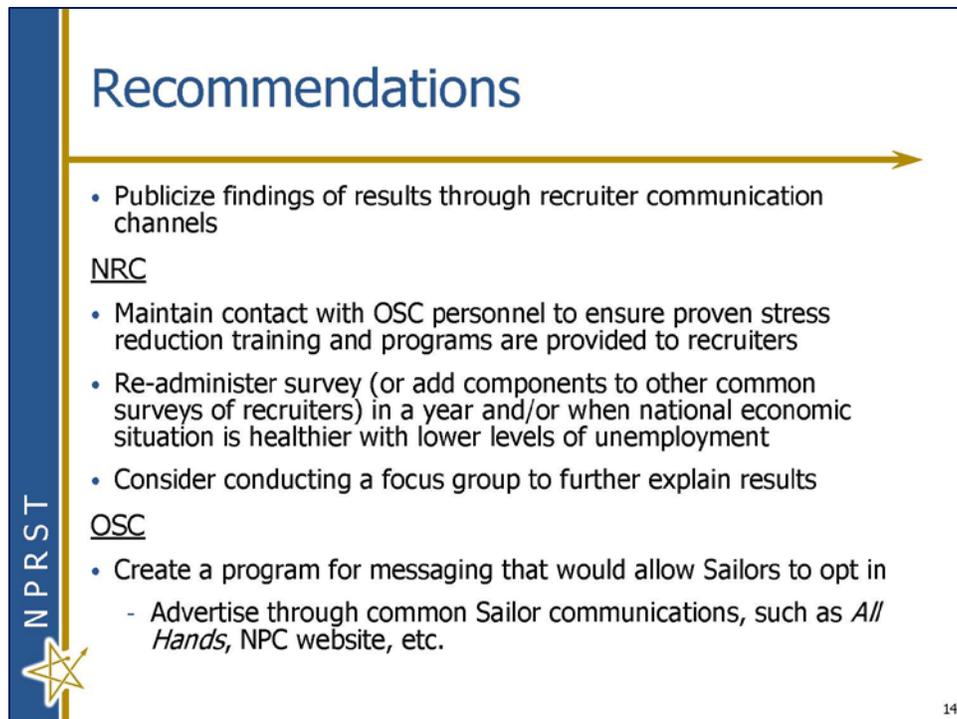
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The key summary bullets are listed above, with those relating specifically to recruiter stress on the left and those relating to sending electronic stress-navigation tips on the right.

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.



## Recommendations

- Publicize findings of results through recruiter communication channels

NRC

- Maintain contact with OSC personnel to ensure proven stress reduction training and programs are provided to recruiters
- Re-administer survey (or add components to other common surveys of recruiters) in a year and/or when national economic situation is healthier with lower levels of unemployment
- Consider conducting a focus group to further explain results

OSC

- Create a program for messaging that would allow Sailors to opt in
  - Advertise through common Sailor communications, such as *All Hands*, NPC website, etc.

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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.

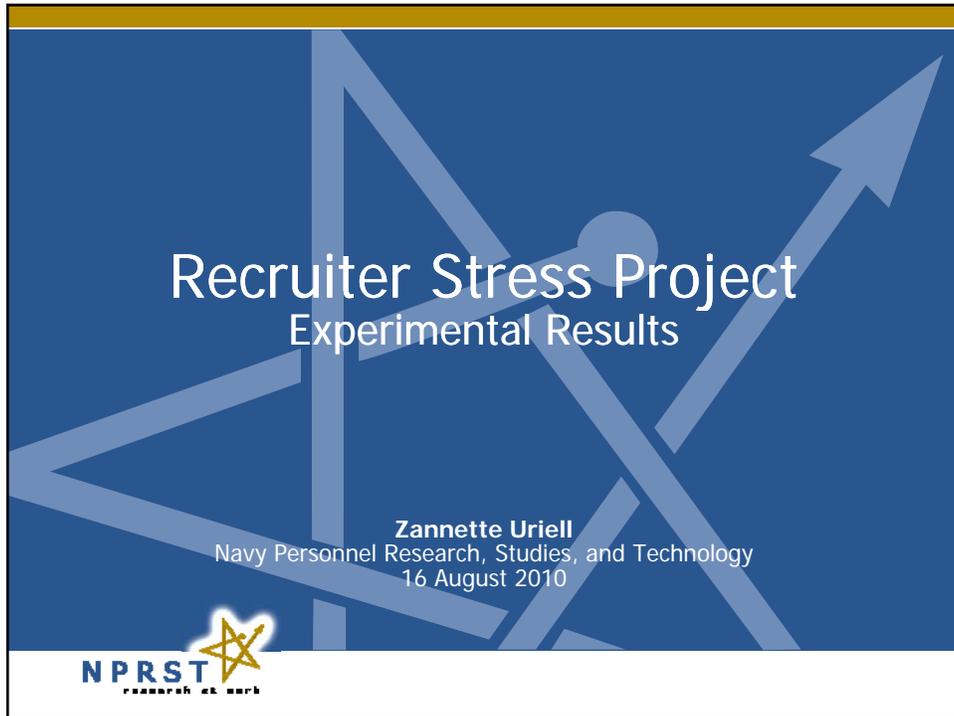
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**Appendix A:  
Recruiter Stress Project  
Experimental Results**



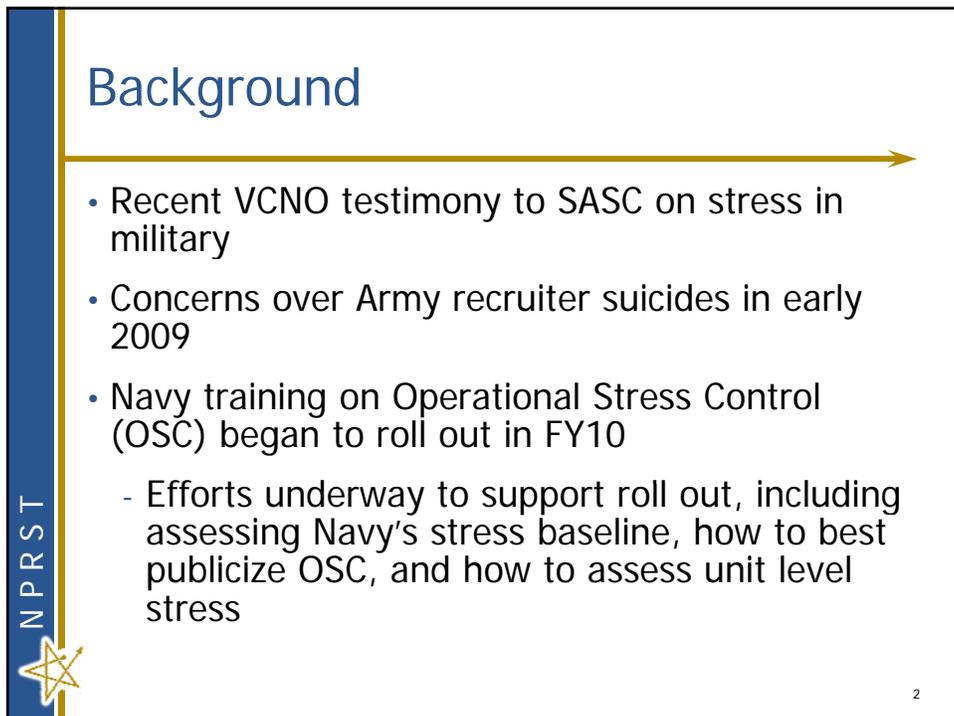


Recruiter Stress Project  
Experimental Results

Zannette Uriell  
Navy Personnel Research, Studies, and Technology  
16 August 2010



**NPRST**  
research at work



## 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



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2



## 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.

3



## 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

4



## 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

	Message	Principle	Date	Day	Email Rcv'd	Text Rcv'd
1	Know yourself, know your stress zone. Visit <a href="http://bit.ly/ayKMSz">http://bit.ly/ayKMSz</a>	Awareness & resources	8-Feb	M	1422	1628
2	What's fueling your body? It matters – eat right.	Physiology – healthy eating	11-Feb	Th	1401	1543
3	Be still a second. Notice if your shoulders are tense..your neck..your eyes. Good time for a stretch to de-stress.	Physiological – muscle tension	16-Feb	T	1452	1734
4	What are you thankful for? An attitude of gratitude can ease tension.	Other-Spiritual – gratitude	20-Feb	S	1415	1621
5	Stinkin' thinkin' wears you down. Mind the mind.	Cognitive	24-Feb	W	1341	1548
6	Let 3 people in your life know how they make a difference to you.	Social – belonging & effectiveness	26-Feb	F	1410	1630
7	Laughing relieves stress: <a href="http://bit.ly/ddovLZ">http://bit.ly/ddovLZ</a>	Other-Humor	1-Mar	M	1410	1657

*Note: Color visually indicates principle of message. Text messages began sending about 2 hours before time listed; emails began sending about 5 minutes before time listed.*

## Stress Messages Sent to the Experimental Groups (continued)

	Message	Principle	Date	Day	Email Rcv'd	Text Rcv'd
8	Respond vs. React: <a href="http://bit.ly/aNSZHS">http://bit.ly/aNSZHS</a>	Physiological	4-Mar	Th	1538	1719
9	Stressed and need sleep? Get some tonight.	Physiological	9-Mar	T	1313	1547
10	Get Balanced and Relaxed: <a href="http://bit.ly/aAbilf">http://bit.ly/aAbilf</a>	Awareness	12-Mar	F	1344	1601
11	Worries on your mind? Make a list. Sort out those you can do something about & those you can't. Use your energy for action NOT anxiety.	Cognitive	17-Mar	W	1720	1704
12	Feeling good? Share it.	Social – relationship skills	20-Mar	S	1638	1836
13	What's on your iPod? Music can change your mood and release serotonin - <a href="http://bit.ly/blBOC1">http://bit.ly/blBOC1</a>	Other-Humor	22-Mar	M	1540	1829

7

## Stress Messages Sent to the Experimental Groups (continued)

	Message	Principle	Date	Day	Email Rcv'd	Text Rcv'd
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.	Physiological – diaphragmatic breathing	26-Mar	F	1515	1720
15	Grieving a loss? Maybe its time to reach out.	Awareness & resources	30-Mar	T	1459	1757
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.	Other-Spiritual/ cognitive - Finding meaning	2-Apr	F	1620	1827
17	Feeling stressed? Take time to talk it out with a friend.	Social – rel. skills	6-Apr	T	1456	1700
18	Be here now. Notice what you see, hear, feel.	Other-Grounding	11-Apr	Su	4/12 0844	1740
19	Limit your caffeine and sugar, they can contribute to stress – <a href="http://bit.ly/cHNvH0">http://bit.ly/cHNvH0</a>	Physiological	14-Apr	W	1409	1622

## Stress Messages Sent to the Experimental Groups (continued)

	Message	Principle	Date	Day	Email Rcv'd	Text Rcv'd
20	Feeling down? Do a good deed for someone else today – it works.	Cognitive / behavioral	19-Apr	M	1609	1759
21	Are you listening? Practice being a good listener today.	Social – relationship skills	22-Apr	Th	1432	1736
22	Thirsty? Time for a water break! Good hydration is essential to health and stress control.	Physiological – hydration	28-Apr	W	1544	1813
23	Ways to relieve tension: <a href="http://bit.ly/c7P83l">http://bit.ly/c7P83l</a>	Awareness & resources	30-Apr	F	1849	2000
24	Take 30 minutes to do something you enjoy.	Physiological	12-May	W	1448	1630
25	How did you succeed through a stressful time before? Overcoming builds resilience.	Other-Resilience – reinforcing success	14-May	F	1408	1619

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## 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

+/-6.1% or less for Control  
 +/-6.3% or less for Email  
 +/-6.1% or less for SMS

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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.

10

# Final Stress Assessment Administration

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

<b>Eligible Sample:</b>	<b>3,054</b>
<b>Eligible Returns:</b>	<b>414</b>

<b>Response Rate:</b>	<b>13%</b>
-----------------------	------------

### Overall Margins of Error

+/-7.9% or less for Control  
+/-8.5% or less for Email  
+/-8.1% or less for SMS

NPRST



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.

11

## Did the Experiment Work?

Comparing Pre (Survey 1) and Post (Survey 2) Results



## Demographics – Survey 1

PAYGRADE	Control N=220	Email N=220	SMS N=224
E4-E5	35%	33%	34%
E6	47%	50%	49%
E7-E9	12%	12%	11%
Officer	6%	5%	6%
<b>GENDER</b>			
Male	92%	92%	91%
Female	8%	8%	9%
<b>MARITAL STATUS</b>			
Single (Never married or separated, Divorced, Widowed)	33%	32%	34%
Married	67%	68%	66%
<b>CHILDREN 21 OR UNDER IN HOUSEHOLD</b>			
None	26%	30%	26%
One or more	74%	70%	74%
<b>RECRUITING STATION</b>			
Small	20%	22%	24%
Medium	39%	40%	37%
Large	42%	38%	40%

01, 02, 03, 04, 05

13

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## Demographics – Survey 2

PAYGRADE	Control N=149	Email N=129	SMS N=136
E4-E5	31%	29%	36%
E6	51%	55%	48%
E7-E9	12%	12%	11%
Officer	6%	5%	6%
<b>GENDER</b>			
Male	92%	92%	92%
Female	8%	8%	9%
<b>MARITAL STATUS</b>			
Single (Never married or separated, Divorced, Widowed)	33%	33%	30%
Married	68%	67%	70%
<b>CHILDREN 21 OR UNDER IN HOUSEHOLD</b>			
None	26%	32%	30%
One or more	74%	68%	70%
<b>RECRUITING STATION</b>			
Small	18%	21%	23%
Medium	36%	36%	39%
Large	46%	43%	38%

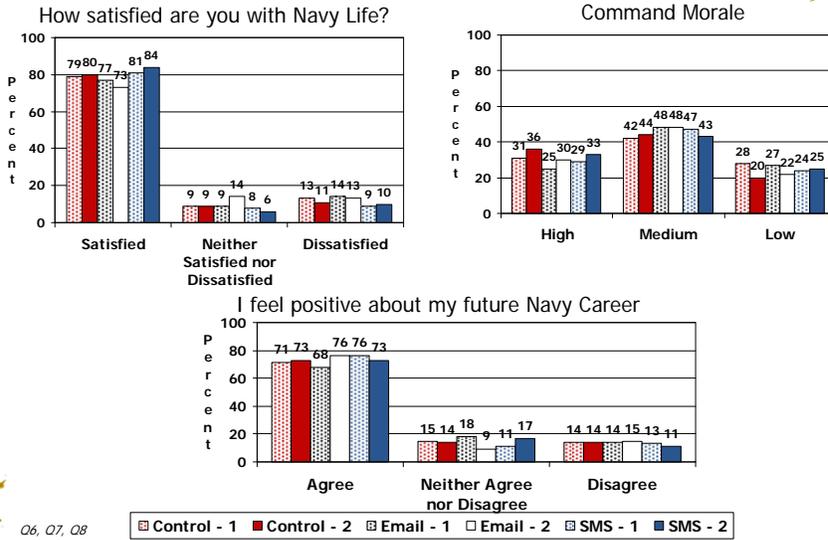
01, 02, 03, 04, 05

14

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# Satisfaction with Navy Life

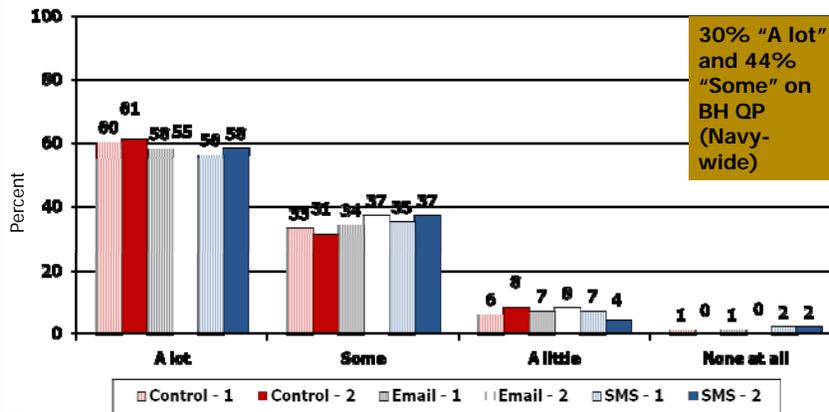


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# Work Stress

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

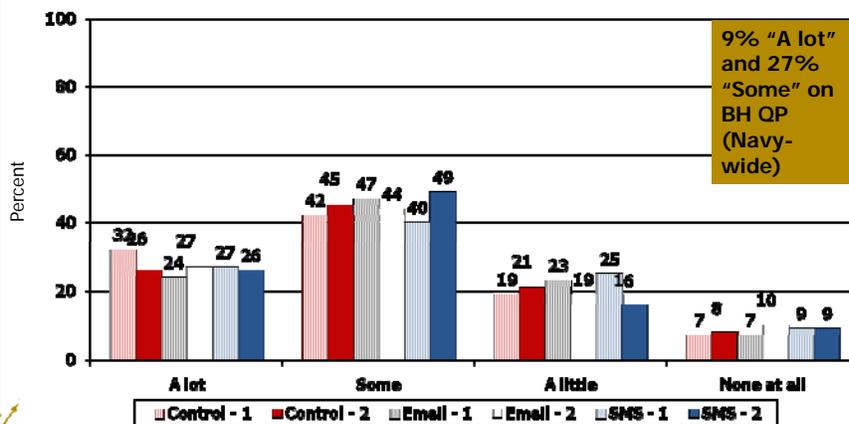


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## Work Stress (continued)

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

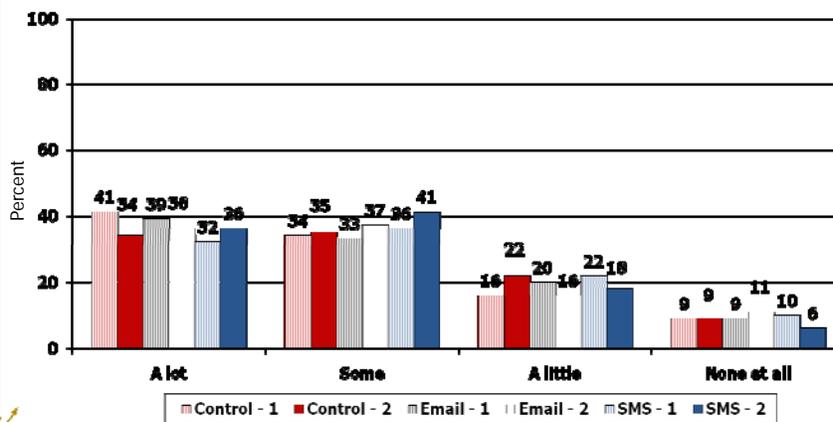


Q10  
NOTE: BH QP = 2009 Behavioral Health Quick Poll

17

## Work Stress (continued)

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

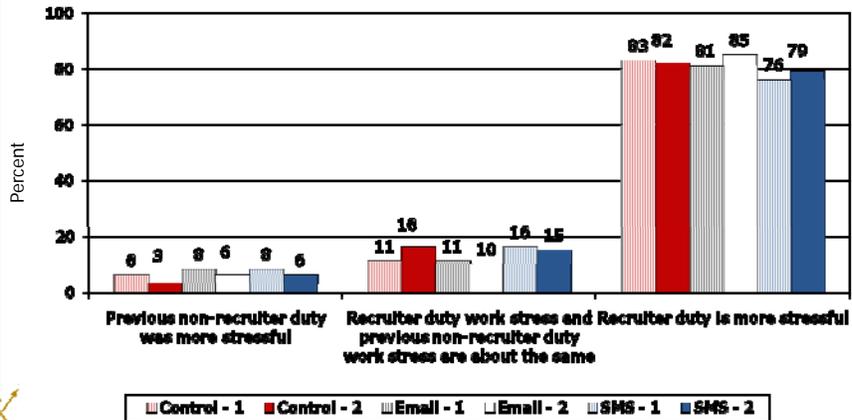


Q13  
\* Question not asked on 2009 Behavioral Health Quick Poll

18

## Work Stress (continued)

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

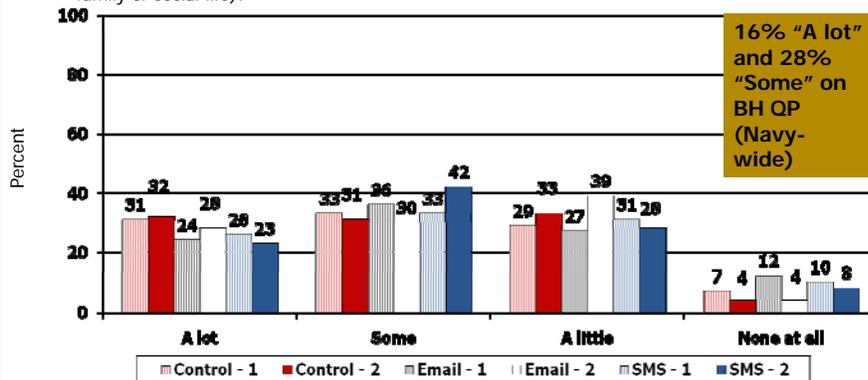


Q14  
\* Question not asked on 2009 Behavioral Health Quick Poll

19

## Non-Work Stress

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



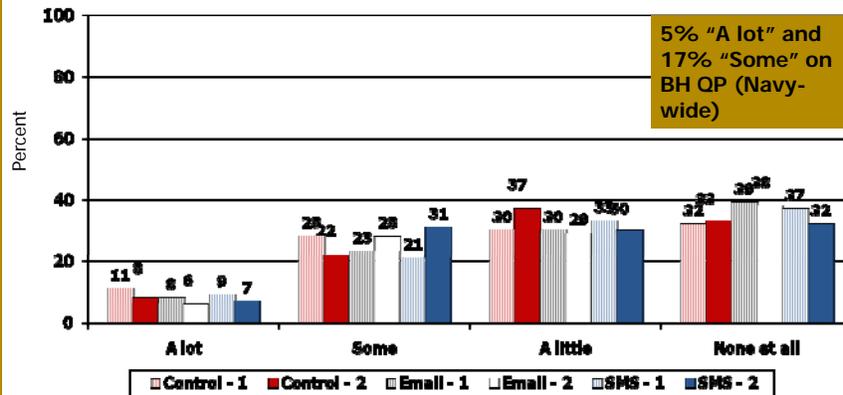
64% (65% in survey 1) indicate a lot of stress either at work or outside of work (or both). 36% (34% in survey 1) indicate some or a little stress in both locations; 0% (1% in survey 1) indicate no stress at all.

Q11  
NOTE: BH QP = 2009 Behavioral Health Quick Poll

20

## 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?



Q12  
NOTE: BH QP = 2009 Behavioral Health Quick Poll

21

## 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.

Stressor	Control - 1	Control - 2	Email - 1	Email - 2	SMS - 1	SMS - 2
Unpredictability of job duties	77%	73%	70%	71%	74%	82%
Working long hours	70%	69%	76%	68%	68%	74%
Not enough time to take care of responsibilities at home	65%	66%	64%	61%	61%	67%
Increase in my work load	61%	52%	56%	49%	52%	58%
Conflicts between my military duties and family responsibilities	60%	58%	53%	53%	51%	53%
Not enough time for rest or recreation	58%	55%	55%	49%	53%	56%
Lack of personnel in my work group to get the job done	41%	49%	43%	45%	41%	61%

Q15  
NOTE: Includes the top 5 of each group; sorted by Control 1 results.

22

## 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)						
	Control – 1	Control – 2	Email – 1	Email – 2	SMS – 1	SMS – 2
Think of a plan to solve the problem	83%	77%	84%	78%	82%	84%
Talk to a friend or family member	79%	82%	87%	81%	78%	67%
Think about the good things in your life	76%	74%	76%	79%	79%	76%
Use humor to ease the tension	62%	65%	74%	71%	74%	70%
Play video games, watch TV, or use internet	63%	63%	69%	58%	63%	60%
Exercise or play sports	63%	72%	70%	74%	69%	71%

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Q16

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

23

## 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.

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

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Q17. On how many work days in the past 12 months have these things happened to you?

24

## 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.

Perceived Stress Scale (over the past 30 days)				
	10-item Scale		4-item Scale	
	Mean	SD	Mean	SD
Control – 1	19.16	7.71	6.97	3.43
Control – 2	17.79	6.85	6.16	3.13
Email – 1	18.46	7.89	6.58	3.48
Email – 2	17.90	7.81	6.52	3.31
SMS – 1	17.59	7.71	6.48	3.42
SMS – 2	18.62	6.62	6.70	3.05

Q18

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.

25

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## 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.

How much sleep have you gotten in the past 30 days?						
	Control – 1	Control – 2	Email – 1	Email – 2	SMS – 1	SMS – 2
Too much	1%	1%	2%	3%	2%	2%
About the right amount	41%	44%	47%	50%	48%	46%
Not enough	58%	55%	51%	47%	50%	52%

Q19

26

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# 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.

What impact does your OVERALL level of stress have on your desire to stay in the Navy?

	Control - 1	Control - 2	Email - 1	Email - 2	SMS - 1	SMS - 2
Greatly increases my desire to stay in the Navy	7%	6%	4%	6%	5%	4%
Increases my desire to stay in the Navy	6%	6%	7%	6%	7%	7%
No effect on decision	56%	53%	55%	48%	56%	61%
Decreases my desire to stay in the Navy	17%	24%	23%	23%	24%	20%
Greatly decreases my desire to stay in the Navy	14%	12%	12%	16%	8%	9%

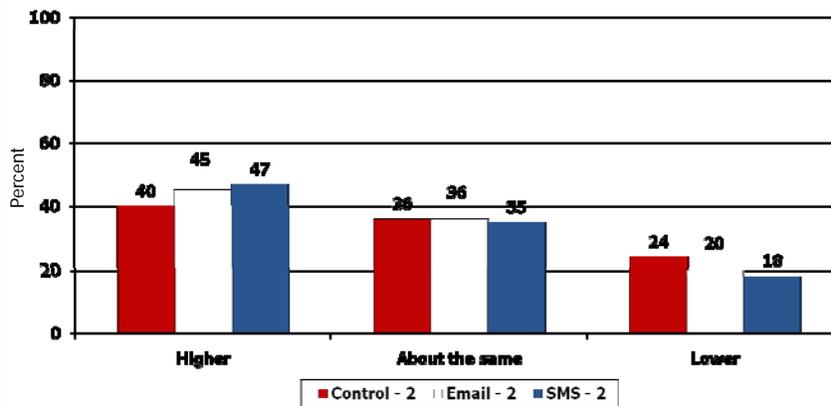
NPRST



Q20

27

# Perception of Stress Compared to 4 Months ago



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Q21

28



## 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)

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30

## Drops Prior to Each Stress Tip

Message	Email	Text
	50	*
1 Know yourself, know your stress zone. Visit <a href="http://bit.ly/ayKMSz">http://bit.ly/ayKMSz</a>		
	2	
2 What's fueling your body? It matters – eat right.		
	2	
3 Be still a second. Notice if your shoulders are tense..your neck..your eyes. Good time for a stretch to de-stress.		
	7	
4 What are you thankful for? An attitude of gratitude can ease tension.		
	4	
5 Stinkin' thinkin' wears you down. Mind the mind.		
	7	
6 Let 3 people in your life know how they make a difference to you.		
	5	34
7 Laughing relieves stress: <a href="http://bit.ly/ddovLZ">http://bit.ly/ddovLZ</a>		
	1	

\* Text messages don't "bounce", while 50 emails did at the outset.

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## Drops Prior to Each Stress Tip (continued)

Message	Email	Text
8 Respond vs. React: <a href="http://bit.ly/aNSZHS">http://bit.ly/aNSZHS</a>		
	4	12
9 Stressed and need sleep? Get some tonight.		
	3	9
10 Get Balanced and Relaxed: <a href="http://bit.ly/aAbilf">http://bit.ly/aAbilf</a>		
	7	5
11 Worries on your mind? Make a list. Sort out those you can do something about & those you can't. Use your energy for action NOT anxiety.		
		3
12 Feeling good? Share it.		
	1	9
13 What's on your iPod? Music can change your mood and release serotonin - <a href="http://bit.ly/bIBOC1">http://bit.ly/bIBOC1</a>		
	4	8

32

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## Drops Prior to Each Stress Tip (continued)

Message	Email	Text
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.		
	2	2
15 Grieving a loss? Maybe its time to reach out.		
		7
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.		
	1	2
17 Feeling stressed? Take time to talk it out with a friend.		
	3	
18 Be here now. Notice what you see, hear, feel.		
	2	1
19 Limit your caffeine and sugar, they can contribute to stress – <a href="http://bit.ly/cHNVhO">http://bit.ly/cHNVhO</a>		
		3

NPRST



33

## Drops Prior to Each Stress Tip (continued)

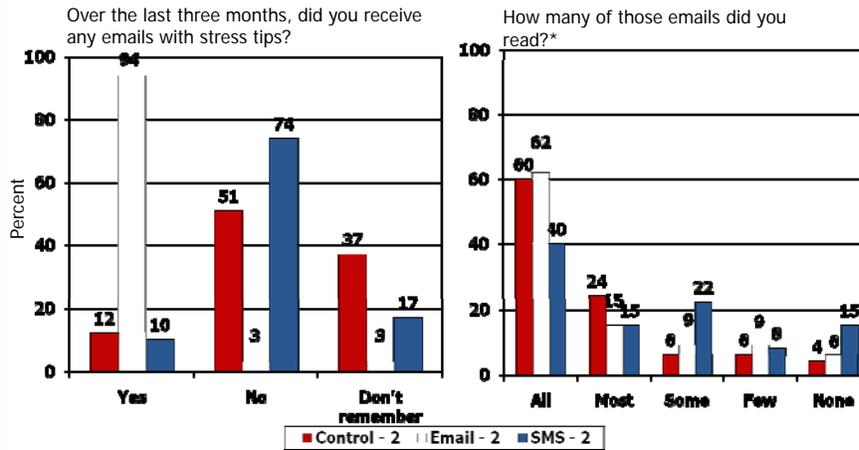
Message	Email	Text
20 Feeling down? Do a good deed for someone else today – it works.		
	1	1
21 Are you listening? Practice being a good listener today.		
	2	1
22 Thirsty? Time for a water break! Good hydration is essential to health and stress control.		
	1	1
23 Ways to relieve tension: <a href="http://bit.ly/c7P83I">http://bit.ly/c7P83I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

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34

# Emails with Stress Tips



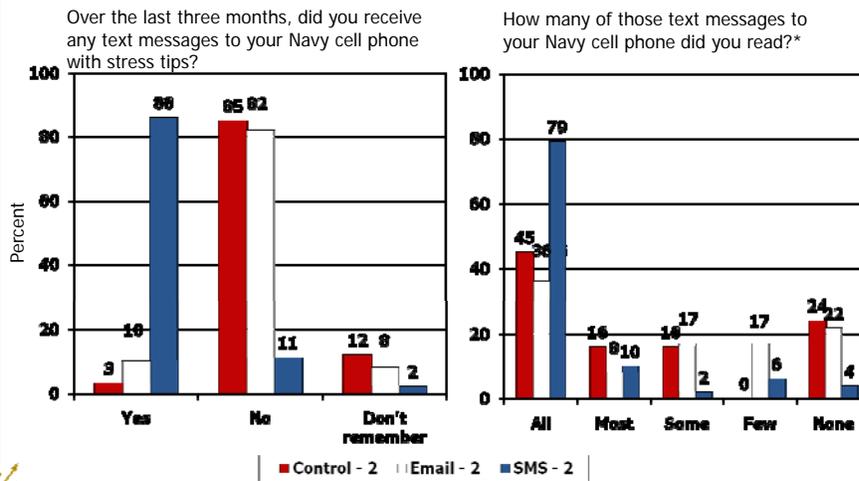
NPRST



Q22, Q23  
\* Only includes those who indicated they had received emails.

35

# Text Messages with Stress Tips



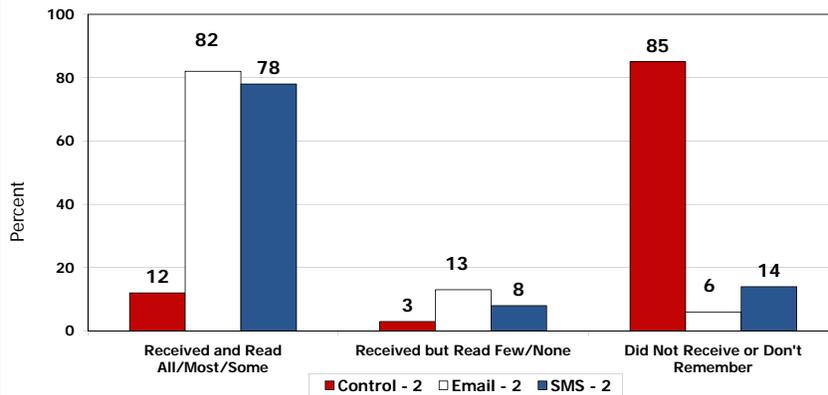
NPRST



Q24, Q25  
\* Only includes those who indicated they had received text messages to their Navy cell phone.

36

## Received and Read Any Messages with Stress Tips



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Q24 & Q26 composites

37

## 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)

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Q26  
NOTE: Only includes those who indicated they had received emails and/or text messages.

38

## Most Memorable Message (continued)

### - General messages:

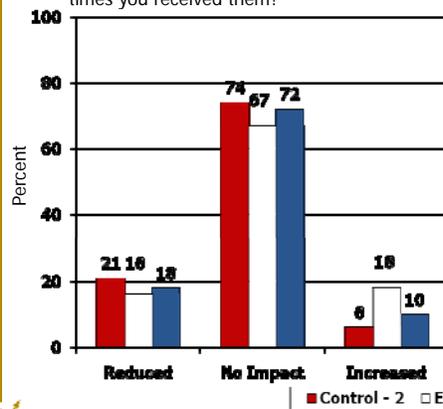
- » *"I don't know; they are all kind of abstract. Not that I have time to read them all anyways"*
- » *"They are all memorable because they make me laugh. The e-mails are things I already know, but don't have the time to do so it makes me laugh sarcastically. At least it puts a smile on my face."*

- 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

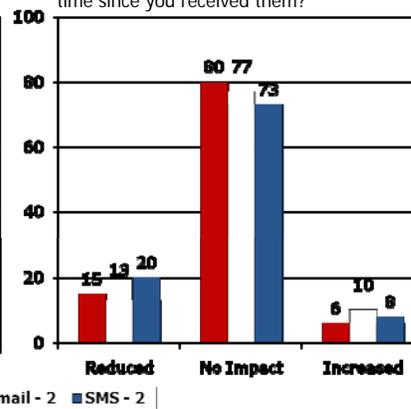


## Impact of Messages

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?



## Message with Most Impact

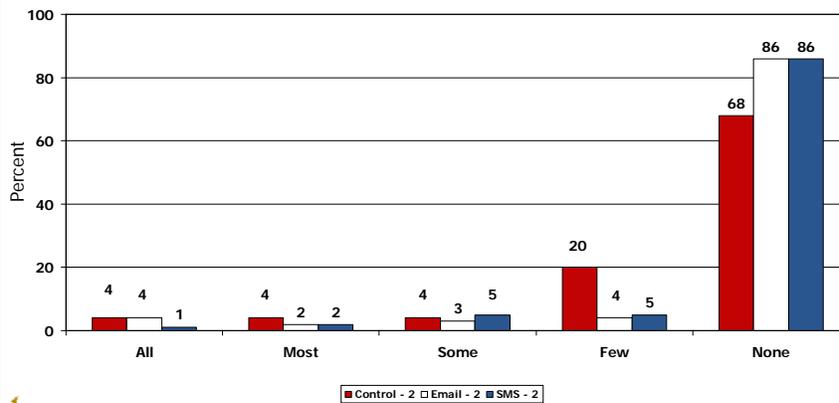
- 38 respondents provided comments, 31 citing specific messages
  - Specific messages
    - » 14 discussed physiological messages (taking time for yourself, taking a breath, exercising)
    - » 14 mentioned other (resilience, humor)
    - » 3 mentioned social aspects
  - General messages
    - » *"They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



Q31  
NOTE: Only includes those who indicated they had received emails and/or text messages.

## Sharing Messages

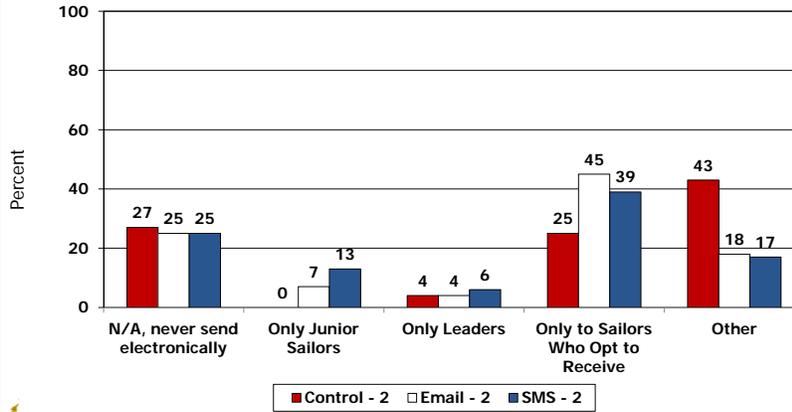
How many of the emails and/or text messages did you forward to others?



Q32  
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?



NPRST

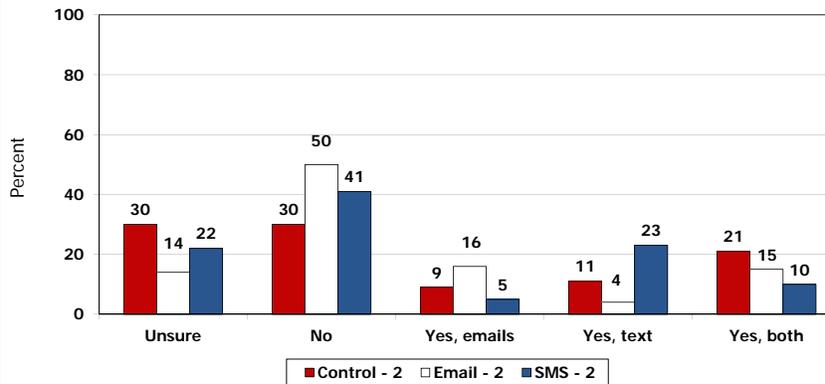


Q33  
NOTE: Only includes those who indicated they had received emails and/or text messages.

43

# 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?



NPRST



Q34  
NOTE: Only includes those who indicated they had received emails and/or text messages.

44

## 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

NPRST



49

Backup



## Sources of Stress: Control 1

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

	A lot	Some	A Little	None at All
Lack of personnel in my work group to get the job done	15	26	26	33
Unpredictability of job duties	48	29	15	8
Problems with spouse/partner	17	14	28	41
Problems in my relationships at work	13	25	31	32
Problems with my immediate supervisor	17	19	27	37
Problems interacting with my command leadership	20	21	29	30
Concern about my performance rating	27	28	21	24
Being forced to leave the Navy before I planned	9	7	11	73
Increase in my work load	31	30	18	21
Decrease in my work load	2	9	11	78
Not enough time to complete tasks/duties at work	24	28	26	22
Not enough time to take care of responsibilities at home	36	29	23	13
Working long hours	45	25	21	9
Conflicts between my military duties and family responsibilities	34	26	24	16

NPRST



Q15

51

## Sources of Stress: Control 1 (continued)

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

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

NPRST



Q15

52

## Sources of Stress: Control 2

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

	A lot	Some	A Little	None at All
Lack of personnel in my work group to get the job done	19	30	20	32
Unpredictability of job duties	46	27	18	10
Problems with spouse/partner	11	19	28	42
Problems in my relationships at work	10	22	32	37
Problems with my immediate supervisor	17	13	26	44
Problems interacting with my command leadership	17	21	25	38
Concern about my performance rating	17	33	22	28
Being forced to leave the Navy before I planned	11	7	10	72
Increase in my work load	24	28	29	20
Decrease in my work load	1	8	15	76
Not enough time to complete tasks/duties at work	21	28	30	21
Not enough time to take care of responsibilities at home	34	32	19	15
Working long hours	51	18	20	11
Conflicts between my military duties and family responsibilities	31	27	23	18

NPRST



Q15

53

## Sources of Stress: Control 2 (continued)

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

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

NPRST



Q15

54

## Sources of Stress: Email 1

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

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

NPRST



Q15

55

## Sources of Stress: Email 1 (continued)

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

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

NPRST



Q15

56

## Sources of Stress: Email 2

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

	A lot	Some	A Little	None at All
Lack of personnel in my work group to get the job done	20	25	30	26
Unpredictability of job duties	39	32	19	11
Problems with spouse/partner	11	16	28	46
Problems in my relationships at work	8	17	29	46
Problems with my immediate supervisor	11	21	22	46
Problems interacting with my command leadership	13	27	27	33
Concern about my performance rating	19	27	19	36
Being forced to leave the Navy before I planned	7	6	12	76
Increase in my work load	25	24	28	23
Decrease in my work load	3	6	8	83
Not enough time to complete tasks/duties at work	30	18	27	25
Not enough time to take care of responsibilities at home	35	26	25	15
Working long hours	47	21	17	15
Conflicts between my military duties and family responsibilities	25	28	26	21

NPRST



Q15

57

## Sources of Stress: Email 2 (continued)

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

	A lot	Some	A Little	None at All
Having a baby	6	7	6	80
Finding childcare/daycare	4	6	10	80
Care of aging parents or other family members	6	2	14	78
Death in the family	5	12	4	79
Divorce or breakup	9	9	7	75
Financial problems	4	16	24	57
Problems selling my house	6	8	9	78
Problems with spouse employment	9	13	14	64
Health problems (self)	9	11	15	66
Health Problems (family members)	3	13	23	61
Behavior problems with my child/children	5	9	13	73
Unexpected events/problems (hurricane, flood, home robbery, etc)	1	5	5	90
Not enough time for rest or recreation	28	21	29	22

NPRST



Q15

58

## Sources of Stress: SMS 1

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

	A lot	Some	A Little	None at All
Lack of personnel in my work group to get the job done	11	30	26	32
Unpredictability of job duties	44	30	19	8
Problems with spouse/partner	13	18	27	43
Problems in my relationships at work	8	20	29	42
Problems with my immediate supervisor	13	15	24	49
Problems interacting with my command leadership	13	23	32	32
Concern about my performance rating	23	20	29	27
Being forced to leave the Navy before I planned	9	9	11	71
Increase in my work load	24	28	27	20
Decrease in my work load	1	5	17	77
Not enough time to complete tasks/duties at work	25	25	29	22
Not enough time to take care of responsibilities at home	36	25	21	18
Working long hours	41	27	17	15
Conflicts between my military duties and family responsibilities	27	24	25	23

NPRST



015

59

## Sources of Stress: SMS 1 (continued)

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

	A lot	Some	A Little	None at All
Having a baby	10	8	10	72
Finding childcare/daycare	7	9	9	76
Care of aging parents or other family members	9	6	17	68
Death in the family	6	5	8	81
Divorce or breakup	12	5	10	74
Financial problems	6	13	27	54
Problems selling my house	8	2	8	82
Problems with spouse employment	6	10	17	67
Health problems (self)	7	17	18	58
Health Problems (family members)	13	11	23	53
Behavior problems with my child/children	6	7	19	68
Unexpected events/problems (hurricane, flood, home robbery, etc)	3	5	12	80
Not enough time for rest or recreation	29	24	27	20

NPRST



015

60

## Sources of Stress: SMS 2

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

	A lot	Some	A Little	None at All
Lack of personnel in my work group to get the job done	27	34	19	20
Unpredictability of job duties	50	32	15	4
Problems with spouse/partner	12	13	35	40
Problems in my relationships at work	9	28	31	33
Problems with my immediate supervisor	14	23	29	35
Problems interacting with my command leadership	17	19	33	32
Concern about my performance rating	19	27	25	29
Being forced to leave the Navy before I planned	7	13	8	72
Increase in my work load	27	31	27	15
Decrease in my work load	0	8	12	80
Not enough time to complete tasks/duties at work	21	29	32	18
Not enough time to take care of responsibilities at home	34	33	19	14
Working long hours	52	22	19	8
Conflicts between my military duties and family responsibilities	28	25	32	15

NPRST



015

61

## Sources of Stress: SMS 2 (continued)

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

	A lot	Some	A Little	None at All
Having a baby	10	17	4	69
Finding childcare/daycare	4	11	9	76
Care of aging parents or other family members	4	6	12	78
Death in the family	5	10	9	77
Divorce or breakup	6	10	12	72
Financial problems	5	16	19	60
Problems selling my house	7	3	6	84
Problems with spouse employment	8	11	13	68
Health problems (self)	6	16	26	52
Health Problems (family members)	9	15	17	60
Behavior problems with my child/children	4	8	17	71
Unexpected events/problems (hurricane, flood, home robbery, etc)	1	9	8	82
Not enough time for rest or recreation	32	24	27	17

NPRST



015

62

## Coping with Stress: Control 1

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

	Frequently	Sometimes	Rarely	Never
Talk to a friend or family member	36	43	20	1
Talk with someone in my chain of command	6	35	39	20
Talk to professional (minister, counselor, etc)	5	13	23	60
Argue more	17	42	25	16
Light up a smoke	25	9	10	56
Drink alcohol	13	21	30	40
Say a prayer/mediate	17	24	21	38
Exercise or play sports	22	41	28	9
Engage in a hobby	13	34	32	22
Play video games, watch TV, or use internet	19	44	23	15
Get something to eat	12	35	40	13
Sleep more	8	19	36	37
Spend time alone	14	30	36	20
Think of a plan to solve the problem	39	44	14	4
Take medication to reduce tension	6	5	9	79
Use humor to ease the tension	23	39	27	11
Think about the good things in your life	38	38	18	6

NPRST



Q16

63

## Coping with Stress: Control 2

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

	Frequently	Sometimes	Rarely	Never
Talk to a friend or family member	41	41	17	2
Talk with someone in my chain of command	8	36	41	16
Talk to professional (minister, counselor, etc)	5	10	23	62
Argue more	8	33	36	23
Light up a smoke	17	9	9	64
Drink alcohol	10	18	30	42
Say a prayer/mediate	16	25	24	35
Exercise or play sports	32	40	22	6
Engage in a hobby	22	33	30	15
Play video games, watch TV, or use internet	24	39	24	14
Get something to eat	10	32	42	16
Sleep more	7	14	39	40
Spend time alone	13	21	49	17
Think of a plan to solve the problem	39	38	15	9
Take medication to reduce tension	3	6	12	79
Use humor to ease the tension	23	37	26	10
Think about the good things in your life	38	36	16	9

NPRST



Q16

64

## Coping with Stress: Email 1

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

	Frequently	Sometimes	Rarely	Never
Talk to a friend or family member	45	42	12	2
Talk with someone in my chain of command	9	29	40	22
Talk to professional (minister, counselor, etc)	6	14	20	61
Argue more	17	34	32	17
Light up a smoke	27	10	5	58
Drink alcohol	10	25	27	38
Say a prayer/mediate	18	19	19	45
Exercise or play sports	23	47	22	8
Engage in a hobby	16	36	29	19
Play video games, watch TV, or use internet	25	44	20	11
Get something to eat	15	31	36	18
Sleep more	10	19	35	36
Spend time alone	16	24	38	22
Think of a plan to solve the problem	37	47	13	4
Take medication to reduce tension	7	5	8	80
Use humor to ease the tension	38	36	18	9
Think about the good things in your life	41	35	19	4

NPRST



016

65

## Coping with Stress: Email 2

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

	Frequently	Sometimes	Rarely	Never
Talk to a friend or family member	40	41	16	3
Talk with someone in my chain of command	12	24	42	21
Talk to professional (minister, counselor, etc)	7	10	24	59
Argue more	14	31	33	22
Light up a smoke	18	13	6	63
Drink alcohol	7	28	28	38
Say a prayer/mediate	16	21	25	38
Exercise or play sports	29	45	20	6
Engage in a hobby	22	37	29	13
Play video games, watch TV, or use internet	22	36	29	13
Get something to eat	14	38	33	15
Sleep more	15	19	34	32
Spend time alone	11	32	32	25
Think of a plan to solve the problem	34	44	18	4
Take medication to reduce tension	6	4	5	85
Use humor to ease the tension	32	39	18	12
Think about the good things in your life	37	42	13	8

NPRST



016

66

## Coping with Stress: SMS 1

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

	Frequently	Sometimes	Rarely	Never
Talk to a friend or family member	39	39	18	4
Talk with someone in my chain of command	7	30	40	23
Talk to professional (minister, counselor, etc)	5	10	19	67
Argue more	13	30	38	19
Light up a smoke	24	10	8	59
Drink alcohol	12	23	32	33
Say a prayer/mediate	15	23	22	40
Exercise or play sports	21	48	22	8
Engage in a hobby	18	31	29	22
Play video games, watch TV, or use internet	22	41	30	8
Get something to eat	10	31	39	21
Sleep more	8	20	37	35
Spend time alone	15	26	41	19
Think of a plan to solve the problem	42	40	14	4
Take medication to reduce tension	4	6	8	82
Use humor to ease the tension	31	43	15	11
Think about the good things in your life	42	37	16	5

NPRST



016

67

## Coping with Stress: SMS 2

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

	Frequently	Sometimes	Rarely	Never
Talk to a friend or family member	42	35	16	6
Talk with someone in my chain of command	5	31	38	27
Talk to professional (minister, counselor, etc)	3	16	22	60
Argue more	16	32	34	18
Light up a smoke	22	12	7	60
Drink alcohol	15	17	31	37
Say a prayer/mediate	17	29	21	33
Exercise or play sports	25	46	19	9
Engage in a hobby	16	38	30	16
Play video games, watch TV, or use internet	19	41	21	20
Get something to eat	10	38	30	22
Sleep more	9	25	30	36
Spend time alone	17	35	25	24
Think of a plan to solve the problem	41	43	11	6
Take medication to reduce tension	4	7	7	83
Use humor to ease the tension	36	34	19	11
Think about the good things in your life	40	36	18	6

NPRST



016

68

## Work Impact of Stress: Control 1

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

	40 days or more	21-39 days	12-20 days	7-11 days	4-6 days	1-3 days	None
I was late for work by 30 minutes or more	3	1	3	5	5	24	59
I left work early for a reason other than an errand or early holiday leave	1	1	2	7	15	30	44
I was hurt in an on-the-job accident	1	0	0	0	1	5	93
I worked below my normal level of performance	6	4	10	9	12	15	44
I did not come to work at all because of an illness or a personal accident	2	2	2	3	8	25	59

NPRST



Q17

69

## Work Impact of Stress: Control 2

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

	40 days or more	21-39 days	12-20 days	7-11 days	4-6 days	1-3 days	None
I was late for work by 30 minutes or more	3	2	2	3	5	20	64
I left work early for a reason other than an errand or early holiday leave	1	3	7	4	14	25	47
I was hurt in an on-the-job accident	1	0	1	0	1	4	93
I worked below my normal level of performance	6	7	9	9	13	15	42
I did not come to work at all because of an illness or a personal accident	3	1	1	3	10	21	60

NPRST



Q17

70

## Work Impact of Stress: Email 1

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

	40 days or more	21-39 days	12-20 days	7-11 days	4-6 days	1-3 days	None
I was late for work by 30 minutes or more	1	1	2	4	8	30	54
I left work early for a reason other than an errand or early holiday leave	3	0	4	6	15	28	44
I was hurt in an on-the-job accident	1	0	0	1	0	4	94
I worked below my normal level of performance	9	5	9	6	11	15	46
I did not come to work at all because of an illness or a personal accident	2	1	1	3	10	27	57

NPRST



Q17

71

## Work Impact of Stress: Email 2

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

	40 days or more	21-39 days	12-20 days	7-11 days	4-6 days	1-3 days	None
I was late for work by 30 minutes or more	2	1	1	3	5	26	62
I left work early for a reason other than an errand or early holiday leave	1	3	2	4	10	34	47
I was hurt in an on-the-job accident	2	1	0	0	0	5	93
I worked below my normal level of performance	8	3	7	9	13	15	45
I did not come to work at all because of an illness or a personal accident	1	3	2	3	4	24	65

NPRST



Q17

72

## Work Impact of Stress: SMS 1

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

	40 days or more	21-39 days	12-20 days	7-11 days	4-6 days	1-3 days	None
I was late for work by 30 minutes or more	1	1	2	1	5	29	62
I left work early for a reason other than an errand or early holiday leave	0	1	1	6	13	31	47
I was hurt in an on-the-job accident	0	0	1	0	1	5	94
I worked below my normal level of performance	4	5	6	10	11	17	47
I did not come to work at all because of an illness or a personal accident	0	2	2	5	5	16	70

NPRST



Q17

73

## Work Impact of Stress: SMS 2

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

	40 days or more	21-39 days	12-20 days	7-11 days	4-6 days	1-3 days	None
I was late for work by 30 minutes or more	1	0	2	1	8	26	61
I left work early for a reason other than an errand or early holiday leave	0	1	4	12	17	26	40
I was hurt in an on-the-job accident	1	1	1	1	2	4	92
I worked below my normal level of performance	3	2	7	14	13	21	40
I did not come to work at all because of an illness or a personal accident	1	0	1	6	2	19	71

NPRST



Q17

74

## Perceived Stress Scale Items: Control 1

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

	Very often	Fairly often	Sometimes	Almost never	Never
Been upset because of something that happened unexpectedly?	17	20	38	18	7
Felt unable to control important things in your life?	20	14	28	23	14
Felt nervous and "stressed"?	27	21	37	12	4
Felt confident about your ability to handle your personal problems?	28	32	33	5	2
Felt things were going your way?	8	22	48	18	5
Found that you could not cope with all the things that you had to do?	10	10	36	26	18
Been able to control irritations in your life?	13	29	43	12	3
Felt that you were on top of things?	12	33	36	18	3
Been angered because of things that were outside of your control?	25	27	33	8	6
Felt difficulties were piling up so high that you could not overcome them?	12	19	29	24	17

NPRST



018

75

## Perceived Stress Scale Items: Control 2

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

	Very often	Fairly often	Sometimes	Almost never	Never
Been upset because of something that happened unexpectedly?	10	19	38	21	13
Felt unable to control important things in your life?	8	21	29	24	18
Felt nervous and "stressed"?	15	29	36	18	3
Felt confident about your ability to handle your personal problems?	33	35	23	6	2
Felt things were going your way?	7	36	41	14	2
Found that you could not cope with all the things that you had to do?	7	12	36	28	17
Been able to control irritations in your life?	13	33	35	16	4
Felt that you were on top of things?	10	36	39	13	3
Been angered because of things that were outside of your control?	15	29	34	21	1
Felt difficulties were piling up so high that you could not overcome them?	7	13	33	28	20

NPRST



018

76

## Perceived Stress Scale Items: Email 1

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

	Very often	Fairly often	Sometimes	Almost never	Never
Been upset because of something that happened unexpectedly?	13	15	38	22	13
Felt unable to control important things in your life?	16	17	26	22	19
Felt nervous and "stressed"?	25	27	30	11	6
Felt confident about your ability to handle your personal problems?	32	32	26	8	3
Felt things were going your way?	11	23	46	17	3
Found that you could not cope with all the things that you had to do?	9	16	27	29	19
Been able to control irritations in your life?	17	26	42	11	5
Felt that you were on top of things?	14	35	38	10	3
Been angered because of things that were outside of your control?	25	27	29	15	4
Felt difficulties were piling up so high that you could not overcome them?	10	14	33	24	19

NPRST



018

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## Perceived Stress Scale Items: Email 2

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

	Very often	Fairly often	Sometimes	Almost never	Never
Been upset because of something that happened unexpectedly?	15	18	32	21	14
Felt unable to control important things in your life?	14	14	36	19	18
Felt nervous and "stressed"?	26	12	40	12	10
Felt confident about your ability to handle your personal problems?	30	38	20	7	6
Felt things were going your way?	7	33	39	15	6
Found that you could not cope with all the things that you had to do?	9	15	25	29	22
Been able to control irritations in your life?	16	30	42	7	5
Felt that you were on top of things?	17	38	31	10	5
Been angered because of things that were outside of your control?	21	25	30	16	8
Felt difficulties were piling up so high that you could not overcome them?	9	15	30	27	20

NPRST



018

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## Perceived Stress Scale Items: SMS 1

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

	Very often	Fairly often	Sometimes	Almost never	Never
Been upset because of something that happened unexpectedly?	14	17	35	23	11
Felt unable to control important things in your life?	13	13	32	22	20
Felt nervous and "stressed"?	18	24	36	15	7
Felt confident about your ability to handle your personal problems?	34	28	24	6	8
Felt things were going your way?	10	25	43	18	5
Found that you could not cope with all the things that you had to do?	8	9	31	23	29
Been able to control irritations in your life?	19	28	38	10	6
Felt that you were on top of things?	19	34	36	10	2
Been angered because of things that were outside of your control?	19	26	31	17	7
Felt difficulties were piling up so high that you could not overcome them?	9	12	33	23	23

NPRST



018

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## Perceived Stress Scale Items: SMS 2

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

	Very often	Fairly often	Sometimes	Almost never	Never
Been upset because of something that happened unexpectedly?	12	20	44	17	7
Felt unable to control important things in your life?	13	14	36	21	16
Felt nervous and "stressed"?	23	26	34	11	6
Felt confident about your ability to handle your personal problems?	29	35	28	6	1
Felt things were going your way?	4	26	48	17	5
Found that you could not cope with all the things that you had to do?	4	12	32	33	18
Been able to control irritations in your life?	15	27	40	14	5
Felt that you were on top of things?	15	28	40	13	4
Been angered because of things that were outside of your control?	19	30	33	13	5
Felt difficulties were piling up so high that you could not overcome them?	8	15	34	27	16

NPRST

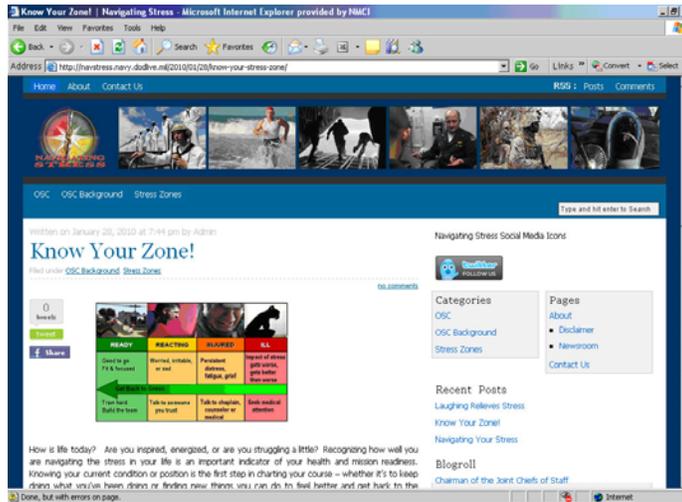


018

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# Message 1

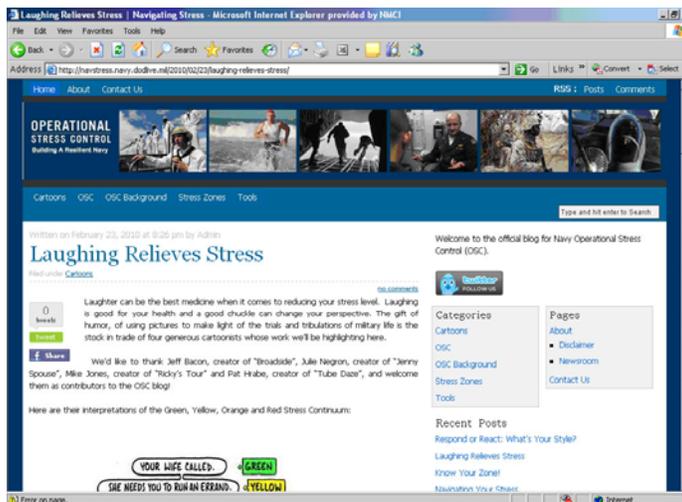
NPRST



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# Message 7

NPRST



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# Message 8

NPRST



Respond or React: What's Your Style? | Navigating Stress - Microsoft Internet Explorer provided by HNAI

Address: http://navstress.navy.mil/navstress.navy.mil/2010/03/04/respond-or-react-what%27s-your-style/

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OPERATIONAL STRESS CONTROL Building A Resilient Navy

Cartoons OSC OSC Background Stress Zones Tools

Written on March 4, 2010 at 5:29 pm by Admin

## Respond or React: What's Your Style?

Find under OSC Tools

When confronted with a problem or opportunity do you **Respond** to the whole situation or **React** to your narrow experience of it?

**React** is a reflex—impulsive action focused on a narrow part of the overall situation, usually to the exclusion of larger goals and objectives. Often it is quick and happens without much or any thought—similar to the reflex when the doctor hits your knee with the rubber hammer and your lower leg flips up. It's an answer to a specific question rather than an answer to the need behind the question. It's action based on an awareness of, and a solution for, only a "narrow slice" of the situation.

A **Response** however, is a wiser course of action, encompassing the complexities of people and circumstances with an unflinching focus on goals and outcomes. It's action to accomplish goals based on a more thorough understanding of the whole situation.

Effective employees (Sailors) achieve results because they understand the fundamental difference between a hasty Reaction and a Wise Response. Teach your team to Cultivate a Wise Response with an

Welcome to the official blog for Navy Operational Stress Control (OSC).

Categories: Cartoons, OSC, OSC Background, Stress Zones, Tools

Pages: About, Disclaimer, Newroom, Contact Us

Recent Posts: Respond or React: What's Your Style?, Laughing Relieves Stress, Know Your Zone!

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# Message 10

NPRST



Get Balanced and Relaxed | Navigating Stress - Microsoft Internet Explorer provided by HNAI

Address: http://navstress.navy.mil/navstress.navy.mil/2010/03/11/get-balanced-and-relaxed/

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OPERATIONAL STRESS CONTROL Building A Resilient Navy

Cartoons OSC OSC Background Stress Zones Tools

Written on March 11, 2010 at 9:04 pm by Admin

## Get Balanced and Relaxed

Find under OSC Tools

We all know that operators of planes, ships and trucks have to make sure the loads are balanced so the vehicle or platform can maneuver and be stable.

The same can be said for keeping our lives in balance. Although easier said than done in the hectic lives of today's Navy families, it's worth evaluating how we balance sleep, nutrition, exercise, work, family, friends, and fun.

In general, our bodies and minds seek balance. We respond in amazing ways to meet a challenge. For example, processes kick in to free up energy stores, increase oxygen and get blood pumping in order to perform our best on fitness tests and sports, or help us survive in physical danger. Similar processes can focus our attention, forge memories, and even hone our senses.

When the challenge passes, opposite processes (e.g. relaxation) kick in to restore and conserve energy, and allow our mind to consolidate learning. This rejuvenation allows us to be ready for the next challenge.

Welcome to the official blog for Navy Operational Stress Control (OSC).

Categories: Cartoons, OSC, OSC Background, Stress Zones, Tools

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Recent Posts: Break Out Your Post!, Get Balanced and Relaxed, Respond or React: What's Your Style?, Laughing Relieves Stress

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# Message 13

NPRST



Break Out Your iPod! | Navigating Stress - Microsoft Internet Explorer provided by NACI

Address <http://navstress.navy.dodlive.mil/2010/02/19/whats-on-your-ipod/>

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Type and hit enter to Search

Written on March 16, 2010 at 2:13 pm by Admin

## Break Out Your iPod!

Filed under OSC

0 Views

Do you listen to rock, alternative, hip-hop, classical, Latin, folk, or country? There are over 400 types of music, and most people have at least two or three favorites. But do you know that music has the ability to alter your mood? While each person has his or her own favorite style of music, some generalizations can be made about what kind of music can energize you and what will help you wind down and relax. Many of us know that music can affect our mood, but do you know why?

Researchers have found that music with a strong beat stimulates the brain and ultimately causes brainwaves to resonate in time with the rhythm. Slow beats encourage the slow brainwaves that are associated with hypnotic or meditative states. Faster beats may encourage more alert and concentrated thinking. Just like you probably wouldn't consider listening to a lullaby while exercising, probably isn't a good idea... neither is it a good idea to listen to stimulating music when you're trying to de-stress.

Categories: Cartoons, OSC, OSC Background, Stress Zones, Tools

Pages: About, Disclaimer, Newroom, Contact Us

Recent Posts: Leaders Can Make A Difference, How do you relax?, Reflection, Ahhhh...Caffeine and Sugar...But What's The price?, But What's The Price?

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# Message 19

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Ahhhhh...Caffeine and Sugar...But What's The price? | Navigating Stress - Microsoft Internet Explorer provided by NACI

Address <http://navstress.navy.dodlive.mil/2010/04/13/ahhhh-caffeine-and-sugar-but-whats-the-price/>

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Written on April 13, 2010 at 2:53 pm by Admin

## Ahhhhh...Caffeine and Sugar...But What's The price?

Filed under OSC

0 Views

You can't tell the story of military life without talking about caffeine and sugar. A morning cup of "Joe" is so named because of reforms put in place by then Secretary of the Navy, Josephus "Joe" Daniels way back in 1913. Among his many reforms of the Navy, he outlawed alcohol aboard ships. Since then, the strongest drink aboard Navy ships has been coffee.

Sweets too, so popular with sailors! "Care" packages often contain hard to get, and much missed, candy, cakes, and treats. The original CARE packages were the product of the non-profit CARE organization and included: one pound of honey, one pound of raisins; one pound of chocolate and 2 pounds of sugar. The Navy version of these packages also includes sugary treats, and many a deployed Sailor will testify that there's nothing like a chocolate chip cookie to boost morale.

While important to maintaining a happy crew, consuming both caffeine and sugar - to excess - can negatively impact your psychological health. Too much caffeine has been linked to increased levels of

Categories: Cartoons, OSC, OSC Background, Stress Zones, Tools

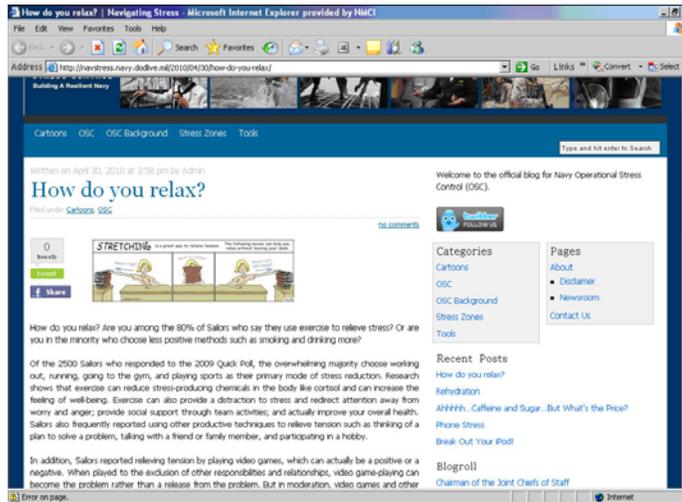
Pages: About, Disclaimer, Newroom, Contact Us

Recent Posts: Ahhhh...Caffeine and Sugar...But What's The price?, Phone Stress, Break Out Your iPod!, Get Balanced and Relaxed

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# Message 23

NPRST



**Appendix B:  
Initial Survey  
Notification and Reminder Letters**



## Letterhead

<<name>>  
<<address1>>  
<<address2>>  
<<address3>>

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://XXXXXXXXXXXX> 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](mailto: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](mailto: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

## Letterhead

<<name>>  
<<address1>>  
<<address2>>  
<<address3>>

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://XXXXXXXXXXXX>. 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](mailto: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**



## RECRUITER STRESS STUDY

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](mailto:Zannette.Uriell@navy.mil)

Thank you for your time and participation.

*Please enter your UserName:*

Next

## Informed Consent and Privacy Act Statement

### 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](mailto: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](mailto:nprstirb@navy.mil).

Next

q1

## BACKGROUND

**What is your current paygrade?**

E1

W2

O1/O1E

E2

W3

O2/O2E

E3

W4

O3/O3E

E4

W5

O4

E5

O5

E6

O6

E7

O7 or above

E8

E9

q2

**Are you:**

Male

Female

Next

q3

## BACKGROUND (Continued)

**What is your current marital status?**

- Single, never married
- Married
- Divorced
- Widowed
- Separated

q4

**How many dependent children (under the age of 21) do you have?**

- None
- One or more dependent child(ren)

q5

**How would you characterize your recruiting station?**

- Small
- Medium
- Large

Next

q6

## BACKGROUND (Continued)

**How satisfied are you with Navy life?**

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

q7

**How would you rate the overall morale of your present command?**

- Very high
- High
- Medium
- Low
- Very low

q8

**I feel positive about my future Navy career.**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

Next

q9

## 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

q10

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

q11

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

q12

## 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

q13

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

q14

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

Next

## STRESS (Continued)

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

	A lot	Some	A little	None at all
Lack of personnel in my work group to get the job done	q15_r1	q15_r1	q15_r1	q15_r1
Unpredictability of job duties	q15_r2	q15_r2	q15_r2	q15_r2
Problems with spouse/partner	q15_r3	q15_r3	q15_r3	q15_r3
Problems in my relationships at work	q15_r4	q15_r4	q15_r4	q15_r4
Problems with my immediate supervisor	q15_r5	q15_r5	q15_r5	q15_r5
Problems interacting with my command leadership	q15_r6	q15_r6	q15_r6	q15_r6
Concern about my performance rating	q15_r7	q15_r7	q15_r7	q15_r7
Being forced to leave the Navy before I planned	q15_r8	q15_r8	q15_r8	q15_r8
Increase in my work load	q15_r9	q15_r9	q15_r9	q15_r9
	A lot	Some	A little	None at all
Decrease in my work load	q15_r10	q15_r10	q15_r10	q15_r10
Not enough time to complete tasks/duties at work	q15_r11	q15_r11	q15_r11	q15_r11
Not enough time to take care of responsibilities at home	q15_r12	q15_r12	q15_r12	q15_r12
Working long hours	q15_r13	q15_r13	q15_r13	q15_r13
Conflicts between my military duties and family responsibilities	q15_r14	q15_r14	q15_r14	q15_r14
Having a baby	q15_r15	q15_r15	q15_r15	q15_r15
Finding childcare/daycare	q15_r16	q15_r16	q15_r16	q15_r16
Care of aging parents or other family members	q15_r17	q15_r17	q15_r17	q15_r17
Death in the family	q15_r18	q15_r18	q15_r18	q15_r18
	A lot	Some	A little	None at all
Divorce or breakup	q15_r19	q15_r19	q15_r19	q15_r19
Financial problems	q15_r20	q15_r20	q15_r20	q15_r20
Problems selling my house	q15_r21	q15_r21	q15_r21	q15_r21
Problems with spouse employment	q15_r22	q15_r22	q15_r22	q15_r22
Health problems (self)	q15_r23	q15_r23	q15_r23	q15_r23

Health problems (family members)	<input type="text" value="q15_r24"/> jn			
Behavior problems with my child/children	<input type="text" value="q15_r25"/> jn			
Unexpected events/problems (hurricane, flood, home robbery, etc.)	<input type="text" value="q15_r26"/> jn			
Not enough time for rest or recreation	<input type="text" value="q15_r27"/> jn			
	<b>A lot</b>	<b>Some</b>	<b>A little</b>	<b>None at all</b>
Other <input type="text" value="q15_r28_other"/> <input type="text"/>	<input type="text" value="q15_r28"/> jn			

Next

## STRESS (Continued)

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

	Frequently	Sometimes	Rarely	Never
Talk to a friend or family member	q16_r1 jn	q16_r1 jn	q16_r1 jn	q16_r1 jn
Talk with someone in my chain of command	q16_r2 jn	q16_r2 jn	q16_r2 jn	q16_r2 jn
Talk to a professional (minister, counselor, etc)	q16_r3 jn	q16_r3 jn	q16_r3 jn	q16_r3 jn
Argue more	q16_r4 jn	q16_r4 jn	q16_r4 jn	q16_r4 jn
Light up a smoke	q16_r5 jn	q16_r5 jn	q16_r5 jn	q16_r5 jn
Drink alcohol	q16_r6 jn	q16_r6 jn	q16_r6 jn	q16_r6 jn
Say a prayer/meditate	q16_r7 jn	q16_r7 jn	q16_r7 jn	q16_r7 jn
Exercise or play sports	q16_r8 jn	q16_r8 jn	q16_r8 jn	q16_r8 jn
Engage in a hobby	q16_r9 jn	q16_r9 jn	q16_r9 jn	q16_r9 jn
Play video games, watch TV, or use internet	q16_r10 jn	q16_r10 jn	q16_r10 jn	q16_r10 jn
Get something to eat	q16_r11 jn	q16_r11 jn	q16_r11 jn	q16_r11 jn
Sleep more	q16_r12 jn	q16_r12 jn	q16_r12 jn	q16_r12 jn
Spend time alone	q16_r13 jn	q16_r13 jn	q16_r13 jn	q16_r13 jn
Think of a plan to solve the problem	q16_r14 jn	q16_r14 jn	q16_r14 jn	q16_r14 jn
Take medication to reduce tension	q16_r15 jn	q16_r15 jn	q16_r15 jn	q16_r15 jn
Use humor to ease the tension	q16_r16 jn	q16_r16 jn	q16_r16 jn	q16_r16 jn
Think about the good things in your life	q16_r17 jn	q16_r17 jn	q16_r17 jn	q16_r17 jn
Other q16_r18_other <input type="text"/>	q16_r18 jn	q16_r18 jn	q16_r18 jn	q16_r18 jn

Next

## STRESS (Continued)

On how many work days in the PAST 12 MONTHS have these things happened to you?

	40 days or more	21-39 days	12-20 days	7-11 days	4-6 days	1-3 days	None
I was late for work by 30 minutes or more	q17_r1 jn	q17_r1 jn	q17_r1 jn	q17_r1 jn	q17_r1 jn	q17_r1 jn	q17_r1 jn
I left work early for a reason other than an errand or early holiday leave	q17_r2 jn	q17_r2 jn	q17_r2 jn	q17_r2 jn	q17_r2 jn	q17_r2 jn	q17_r2 jn
I was hurt in an on-the-job accident	q17_r3 jn	q17_r3 jn	q17_r3 jn	q17_r3 jn	q17_r3 jn	q17_r3 jn	q17_r3 jn
I worked below my normal level of performance	q17_r4 jn	q17_r4 jn	q17_r4 jn	q17_r4 jn	q17_r4 jn	q17_r4 jn	q17_r4 jn
I did not come to work at all because of an illness or a personal accident	q17_r5 jn	q17_r5 jn	q17_r5 jn	q17_r5 jn	q17_r5 jn	q17_r5 jn	q17_r5 jn

Next

## STRESS (Continued)

In the PAST 30 DAYS, how often have you . . .

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

Next

q19

## STRESS (Continued)

**How much sleep have you gotten in the past 30 days?**

- Too much
- About the right amount
- Not enough

q20

**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

q21

**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

Next

q22

## STRESS MESSAGES (EMAIL)

Over the last three months, did you receive any emails with stress tips?

Yes

No

Don't remember

Next

q23

## STRESS MESSAGES (Continued)

**How many of those emails did you read?**

- All
- Most
- Some
- Few
- None

Next

q24

## 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

Next

## STRESS MESSAGES (Continued)

**How many of those text messages to your Navy cell phone did you read?**

- All
- Most
- Some
- Few
- None

Next

q26

## STRESS MESSAGES (Continued)

Which ONE email or text message was most memorable to you? (Please summarize below.)  
**(NOTE: 1,000 character limit.)**

q26\_Main

1000 characters left

Next

q27

## 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

Next

q28

## STRESS MESSAGES (Continued)

**How much was your stress impacted?**

- Greatly
- Somewhat
- Slightly

Next

## STRESS MESSAGES (Continued)

**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

Next

## STRESS MESSAGES (Continued)

**How much has your stress been impacted since receiving them?**

- Greatly
- Somewhat
- Slightly

Next

q31

## STRESS MESSAGES (Continued)

Which ONE message most impacted to you? (Please summarize below.) (NOTE: 1,000 character limit.)

q31\_Main

1000 characters left

Next

## STRESS MESSAGES (Continued)

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

- All
- Most
- Some
- Few
- None

Next

q33

## STRESS MESSAGES (Continued)

**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

**STRESS MESSAGES (Continued)**

**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

Next

q35comment

## COMMENTS

What ONE thing could Navy Recruiting Command do to make your job as a recruiter less stressful?  
(NOTE: 1,000 character limit.)

q35comment\_Main

1000 characters left

Next

closure

## Recruiter Stress Study

### 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.



Survey designed and administered by the:  
Survey Operations Center, Millington, TN



## **Appendix D: Messages**

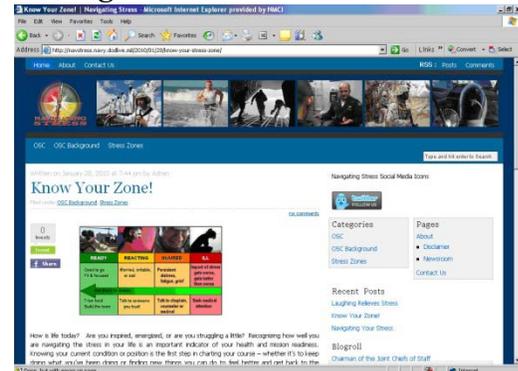


## 2010 Recruiter Stress Study

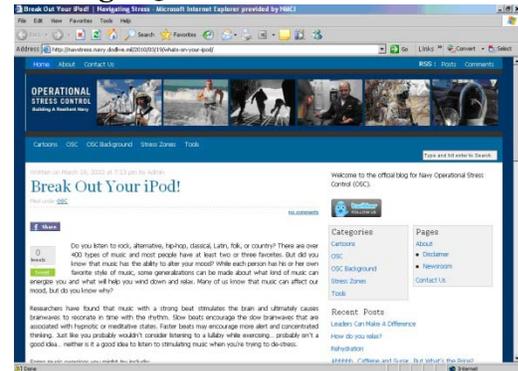
Stress Navigation Messages						
Message	Principle	Date	Day	Email Rcv'd	Text Rcv'd	
1 Know yourself, know your stress zone. Visit <a href="http://bit.ly/ayKMSz">http://bit.ly/ayKMSz</a>	Awareness & resources	8-Feb	M	1422	1628	
2 What's fueling your body? It matters – eat right.	Physiology – healthy eating	11-Feb	Th	1401	1543	
3 Be still a second. Notice if your shoulders are tense..your neck..your eyes. Good time for a stretch to de-stress.	Physiological – muscle tension	16-Feb	T	1452	1734	
4 What are you thankful for? An attitude of gratitude can ease tension.	Other-Spiritual – gratitude	20-Feb	S	1415	1621	
5 Stinkin' thinkin' wears you down. Mind the mind.	Cognitive	24-Feb	W	1341	1548	
6 Let 3 people in your life know how they make a difference to you.	Social – belonging & effectiveness	26-Feb	F	1410	1630	
7 Laughing relieves stress: <a href="http://bit.ly/ddovLZ">http://bit.ly/ddovLZ</a>	Other-Humor	1-Mar	M	1410	1657	
8 Respond vs. React: <a href="http://bit.ly/aNSZHS">http://bit.ly/aNSZHS</a>	Physiological	4-Mar	Th	1538	1719	
9 Stressed and need sleep? Get some tonight.	Physiological	9-Mar	T	1313	1547	
10 Get Balanced and Relaxed: <a href="http://bit.ly/aAbilf">http://bit.ly/aAbilf</a>	Awareness	12-Mar	F	1344	1601	
11 Worries on your mind? Make a list. Sort out those you can do something about & those you can't. Use your energy for action NOT anxiety.	Cognitive	17-Mar	W	1720	1704	
12 Feeling good? Share it.	Social – rel. skills	20-Mar	S	1638	1836	
13 What's on your iPod? Music can change your mood and release serotonin - <a href="http://bit.ly/blBOC1">http://bit.ly/blBOC1</a>	Other-Humor	22-Mar	M	1540	1829	
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.	Physiological – diaphragmatic breathing	26-Mar	F	1515	1720	
15 Grieving a loss? Maybe its time to reach out.	Awareness & resources	30-Mar	T	1459	1757	
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.	Other-Spiritual/ cognitive - Finding meaning	2-Apr	F	1620	1827	
17 Feeling stressed? Take time to talk it out with a friend.	Social – rel. skills	6-Apr	T	1456	1700	
18 Be here now. Notice what you see, hear, feel.	Other-Grounding	11-Apr	Su	4/12 0844	1740	
19 Limit your caffeine and sugar, they can contribute to stress – <a href="http://bit.ly/chNVhO">http://bit.ly/chNVhO</a>	Physiological	14-Apr	W	1409	1622	
20 Feeling down? Do a good deed for someone else today – it works.	Cognitive / behavioral	19-Apr	M	1609	1759	
21 Are you listening? Practice being a good listener today.	Social – rel. skills	22-Apr	Th	1432	1736	
22 Thirsty? Time for a water break! Good hydration is essential to health and stress control.	Physiological – hydration	28-Apr	W	1544	1813	
23 Ways to relieve tension: <a href="http://bit.ly/c7P83l">http://bit.ly/c7P83l</a>	Awareness & resources	30-Apr	F	1849	2000	
24 Take 30 minutes to do something you enjoy.	Physiological	12-May	W	1448	1630	
25 How did you succeed through a stressful time before? Overcoming builds resilience.	Other-Resilience – reinforcing success	14-May	F	1408	1619	

# Stress Navigation Screenshots

## Message 1



## Message 13



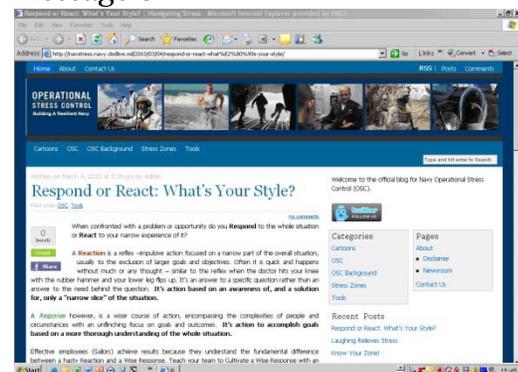
## Message 7



## Message 19



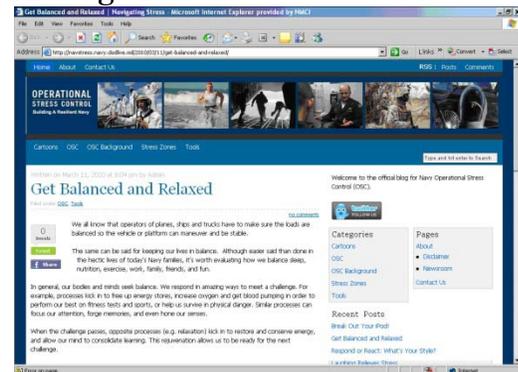
## Message 8



## Message 23



## Message 10



**Appendix E:  
Final Survey  
Notification and Reminder Letters**



## BUPERS MILL Letterhead

«rate» «first» «mid» «last»  
«addr1»  
«addr4»  
«addr5»  
«CITY» «STATE» «zip»-«ZIP4»

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.nprstsveys.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](mailto: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

## BUPERS MILL Letterhead

<<name>>  
<<address1>>  
<<address2>>  
<<address3>>

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.uriell@navy.mil](mailto: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

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