



## Performance evaluation and Army recruiting [

Dertouzos, James N. (1950-)

Rand Arroyo Center, 2008

Monografía

Designing and implementing performance metrics that support Army goals requires analysis of how different metrics would affect recruiter behavior and, in turn, recruiters' contributions toward achieving the Army's goals. The authors evaluate traditional performance metrics, such as number of contracts signed per month per recruiter, and find that they do not adequately measure recruiter effort, skill, and productivity. They then develop a "preferred performance metric" that takes into account the difficulty of recruiting different types of youth in various markets. Using a performance metric that better reflects Army values and more accurately assesses recruiter effort and skill would have significant benefits. However, because the recruiter reward system is deeply engrained, the authors propose modest, gradual changes to the system—for example, improving mission allocation algorithms to reflect variations in market quality and differences in market segments and lengthening the performance evaluation window to at least six months to reduce emphasis on monthly station-level mission accomplishment

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**Título:** Performance evaluation and Army recruiting [Recurso electrónico] James N. Dertouzos, Steven Garber

**Editorial:** Santa Monica, CA Rand Arroyo Center 2008

**Descripción física:** xxiii, 101 p. il

**Mención de serie:** EBSCO Academic eBook Collection Complete Rand Corporation monograph series

**Nota general:** "MG-562-A"--P. [4] of cover

**Bibliografía:** Incluye referencias bibliográficas (p. [101])

**Contenido:** Introduction -- Models of recruiter effort, market quality, and enlistment supply -- Data and econometric estimates of contract-production models -- Empirical analysis of performance measures -- Choosing performance windows and organizational units for evaluation -- Conclusions -- Appendix A: Allocation of recruiter effort: implications of a microeconomic model -- Appendix B: Recruiter behavior in the face of risk

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**Nota de acción:** digitized 2010. HathiTrust Digital Library committed to preserve pda MiAaHDL

**ISBN:** 9780833045829 0833045822 9780833043108 0833043102

**Autores:** Garber, Steven ( 1950-)

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### **Baratz Innovación Documental**

- Gran Vía, 59 28013 Madrid
- (+34) 91 456 03 60
- [informa@baratz.es](mailto:informa@baratz.es)