



Performance evaluation and Army recruiting /

Dertouzos, James N. (1950-)

Rand Arroyo Center, 2008

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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 James N. Dertouzos, Steven Garber

Editorial: Santa Monica, CA Rand Arroyo Center 2008

Descripción física: 1 online resource (xxiii, 101 pages) illustrations

Mención de serie: Rand Corporation monograph series

Documento fuente: Books at JSTOR: Open Access JSTOR

Nota general: "MG-562-A"--Page 4 of cover

Bibliografía: Includes bibliographical references (page 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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1037728721 1038651296 1045497565 1055314721 1058087522 1066398192 1069539592 1081206814
1115070301 1137124154 1153539955 1154156073 1228587874 1401731358

ISBN: 9780833045829 electronic bk.) 0833045822 electronic bk.) 9780833043108 0833043102 9781281736444
online) 1281736449

Materia Entidad: Estados Unidos. Army- Recruiting, enlistment, etc Estados Unidos. Army- Personnel management Estados Unidos. Army États-Unis. Army Estados Unidos. Army.

Materia: Military art and science Military Science Military Administration Military & Naval Science Law, Politics & Government Art et science militaires POLITICAL SCIENCE- Political Freedom & Security- General BUSINESS & ECONOMICS- Human Resources & Personnel Management POLITICAL SCIENCE- Political Freedom Armed Forces- Personnel management Recruiting and enlistment

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Enlace a formato físico adicional: Print version Dertouzos, James N., 1950-. Performance evaluation and Army recruiting. Santa Monica, CA : Rand Arroyo Center, 2008 9780833043108 (DLC) 2008009719 (OCO LC)
191856246

Punto acceso adicional serie-Título: Rand Corporation monograph series

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