

Navy JAG Corps Applicant Survey

Paperwork Reduction Act, OMB 83-I Supporting Statement

B. Collections of Information Employing Statistical Methods

1. Description of the Activity:

Successful Navy JAG attorneys have been shown in prior studies to possess particular behaviors, traits, and competencies deemed important to our Navy client-customers. A primary goal, therefore, is to identify and recruit and retain highly qualified attorneys who are the right 'fit' -- meaning they possess the behaviors, traits, and competencies that align with JAG Corps customer values, and a high potential for success in the JAG Corps.

Identifying and measuring key predictors of success and workforce alignment with JAG Corps customer values is the cornerstone of the workforce development. Therefore the primary objective for this initial phase of the strategy is to continue the identification of key predictors of success by analyzing data collected through analytical surveys and performance metrics that have been tailored for the JAG Corps. Analytical surveys and performance metrics will undergo near and long term evaluation to validate the underlying data and to reassess their use and effectiveness in standardizing recruiting and selection processes.

Accordingly, the JAG Corps has designed an Applicant Screening Survey intended to identify among applicants for a position as an active duty JAG Corps attorney those who possess the traits and qualities most valued by JAG Corps customers.

Work will include collecting and maintaining response data from the Screening Survey that will be associated with individual applicant names for ultimate analysis and use in validating JAG Corps recruiting and selection initiatives and strategies. Work will include work-in-progress reports of ongoing response rates and data trends without revealing the identity of individual applicants/respondents during this pre-validation data collection phase.

The Screening Survey assesses JAG Corps applicants at the earliest stages of the attorney recruiting process regarding their values, work style, personality traits, and interest in the JAG Corps across several categories. The Screening Survey contains approximately 122 questions with scaled responses to categories that include: self-verification, collectivism, power distance, uncertainty avoidance, tradition, pro-activity, agreeableness, conscientiousness, emotional stability, and openness to experience. Answers correspond to 7-point scales that measure either agreement, importance, or occurrence/frequency; for example: [Never], [Rare], [Once in a While], [Sometimes], [Fairly Often], [Frequently if not Always], and [Always].

The Screening Survey will be taken by applicants to JAG Corps attorney programs when they submit an on-line web-enabled JAG Corps Application package. Newly commissioned judge advocates who had declined to take the Screening Survey as applicants will be given a second opportunity to take the Screening Survey. Selections are based on recommendations from separate, non-statutory JAG Corps Accessions Boards, which historically process on average 250-300 application packages per year (although applications have significantly increased the previous two years – approximately 900 in FY-09 and 1500 in FY-10). The JAG

Corps accesses approximately 75 attorneys each year from among law students, licensed attorneys, and active duty officers. Accordingly, the status of applicants will be predominantly civilian, non-Department of Defense employees but will also include uniformed officers in the Department of the Navy. However, the volume and status of persons applying to the JAG Corps and taking the survey is subject to change based on recruiting priorities, available resources, and other external variables, i.e., like the economy and civilian job market. Return rates on this survey are unknown and cannot be estimated since this is the first year this population will be sampled in this manner. As this survey will be used on a continual basis for several years, actual response rates will be collected on an ongoing basis.

2. Procedures for the Collection of Information

NPRST will collect, maintain, and safeguard Screening Survey results for all participants: (1) Screening Survey participants who were not selected, (2) Screening Survey participants who were selected and commissioned, and (3) Screening Survey participants selected, commissioned, and demonstrating the most success in the JAG Corps relative to their peers. The sampling method will be ballot, and the duration of the research project will be at least 4-5 years. Regarding the procedure for collection, the submission of an on-line application will auto-generate an email to Navy Personnel Research, Studies, and Technology (NPRST/BUPERS-14). The email will contain the name and email address of the applicant. NPRST will use this identifying information to email the Screening Survey to the JAG Corps applicant. NPRST will collect the results and monitor response rate. The JAG Corps will provide NPRST with a list of selected applicants and a list of those that ultimately commission as judge advocates in the U.S. Navy. NPRST will provide judge advocates that had previously declined to take the Screening Survey as applicants with an opportunity to take the Screening Survey again. The JAG Corp will not know the identities of these judge advocates. Furthermore, information provided to the JAG Corps will be statistically summarized with the responses of others, and will not be attributable to any single individual.

3. Maximization of Response Rates, Non-response, and Reliability

Since this is a first time research project, response rates cannot be estimated. Due to the sensitive nature of the survey--correlation to success in the JAG Corps, the participant (either as an applicant or judge advocate) is given two opportunities to exit the survey. This was in compliance with Institutional Review Board guidelines. If the response rate is inadequate or non-existent, we will reassess the wording of the survey solicitation email and redraft it to encourage more participation by better emphasizing the importance of the survey. Alternatively, we will consider when and how we deploy the survey to encourage participation. Finally, we would consider sending reminder emails to applicants who did not respond to the initial solicitation to participate.

4. Tests of Procedures

The purpose of this research project is to identify a predictive selection tool. The Screening Survey data will be analyzed to determine if answers to the survey questions are predictive of success in the JAG Corps. To accomplish this study, all applicant survey data will

be retained until the JAG Corps has a statistically sufficient pool of current JAGs who have taken the survey to analyze. In conjunction with Dr. Dan Cable, the JAG Corps will identify factors defining a successful JAG. Based on these factors, the JAG Corps will assess and identify judge advocates demonstrating the most success in the JAG Corps relative to their peers and provide their names to NPRST. NPRST will verify whether any identified judge advocates have Screening Survey results. After obtaining a statistically sufficient pool of current judge advocates (approximately 100-150) with Screening Survey results, Dr. Cable will analyze the screening data to determine whether it is truly predictive. In doing so, the Screening Survey data for three groups will be analyzed: (1) Screening Survey participants who were not selected, (2) Screening Survey participants who were selected and commissioned, and (3) Screening Survey participants selected, commissioned, and demonstrating the most success in the JAG Corps relative to their peers.

5. Statistical Consultation and Information Analysis

a. Individuals consulted on statistical aspects of the design:

-Geoffrey Patrissi, Personnel Research Psychologist
Navy Personnel Research, Studies, and Technology (NPRST/BUPERS-14)
Navy Personnel Command
5720 Integrity Drive
Millington, TN 38055-1400
Office (901) 874-2256, Fax (901) 874-2571 (DSN 882)
Email: geoffrey.a.patrissi@navy.mil

-Dr. Daniel Cable, Organisational Behaviour
London Business School
Regent's Park
London NW1 4SA
UK Switchboard +44 (0)20 7 000 8906
Office: +44 (0)20 7 000 8906
Email: dcable@london.edu

b. Name and organization of persons who will actually collect and analyze the collected information:

Same as above.