Executive Summary

Military life can be very unpredictable, because service members and their families are subject to the needs of the U.S. Army. Frequent moves and deployments can take a toll on the family. When it comes to employment, military spouses have one of the highest unemployment rates in the country. This is because long deployment separations, post-deployment adjustments, and frequent relocation moves affect military spouses’ careers and employment opportunities. Military families often deal with additional stresses that can be very difficult to handle. While most families are able to cope and manage the unique demands of military life, others may experience stress, hardships, and various changes to their family structure (“Help Your Family Face Challenges Successfully,” 2016).

The purpose of this study was to determine the unemployment rate for U.S. Army spouses stationed at Schofield Barracks, Hawaii, and to evaluate the effectiveness of the Human Resources processes available to assist Army spouses to find and secure employment. The study identified the major factors that prevent military spouses from gaining employment and the programs available on base that provide assistance during their employment search.

The literature review supported the assertion that military spouses struggle to find suitable employment, when they arrive to a new duty station. The unemployment rate for military spouses is higher compared to civilian counterparts. The unique characteristics of military life can influence the type of employment military spouses obtain, their ability to pursue employment, and their career field. It was important to identify what major factors limit the ability of Army spouses to gain employment on and around Army bases like Schofield Barracks, Hawaii, because it highlighted the areas that needed attention, so they can be properly addressed. For example, military spouses have less flexibility when it comes to employment, because
service members do not have a regular work schedule. This affects the type of employment military spouses select and how many hours they work. Deployments can also influence the spouse’s decision to enter the workforce, because the absence of the service member puts additional pressure on the spouse, and childcare can be very challenging to find sometimes.

There are Human Resources processes available, civilian and military, which assist U.S. Army spouses to find employment. However, many spouses were not aware of these resources or did not know how to go about using the resources. Some of these Human Resources processes were effective and others not so much. To determine what programs were used by U.S. Army spouses and rate their effectiveness, a survey was conducted with U.S. Army spouses stationed at Schofield Barracks, Hawaii. The researcher presented the results of the study using hypothesis testing instruments to analyze primary data collected from the written survey.

The data collected provided useful information regarding the employment status of Army spouses at Schofield Barracks. The study contribution of the study gave insight to the challenges many spouses faced during their employment search and the causes that drive the unemployment rate up among this group. The researcher concluded that childcare was the main factor that prevented military spouses from entering the workforce. In addition, Human Resource programs were not as effective as expected. The researcher recommended that to improve the effectiveness of Human Resource Processes, new strategies have to be developed with the purpose of hiring and meeting the needs military spouses, so they can further their careers. Finally, the researcher presented recommendations for future research to be done in this field, to benefit military spouses, and to improve the quality of life for military families.
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Chapter 1

Problem Definition

Introduction

It is important to understand the role of military families and the impact they have in the recruitment, effectiveness, and retention of service members (“Help Your Family Face ChallengesSuccessfully: Building Your Family’s Resilience,” 2016). Military spouses often make sacrifices and compromises when they have to relocate to a new duty station. They have to start over in a brand new place where they do not know anybody. When it is time to relocate, some spouses have to leave high paying jobs to follow their spouse. Others have to take lower paying jobs that are below their skill or education level, because that is what is available at that time at the new duty station.

The struggles to find employment is constant for military spouses, between frequent moves, deployments, and raising families without their spouse, the everyday life style of holding a steady job is almost impossible. Frequent relocation moves have made it difficult for military spouses to adjust to the new surroundings, which can cause spouses to be unaware of beneficial programs available on base. In addition, spouses who have children have less flexibility, because finding appropriate childcare can be challenging.

Deployments are hard and have great impact on family members. Service members can face many issues while they are gone, and loved ones are left behind to deal with the struggles of everyday life. The “stay-at-home” parent has to take additional roles and responsibilities to make things work, and children often behave and react differently to adjust to the changes. It is
sometimes difficult for military spouses to find employment that meets their needs, because they do not have their spouse by their side to help them deal with the daily struggles (Petty, 2009).

According to one article, “Military Wives Have Higher Unemployment Rate than Wives of Civilians,”

women who are married to members of the armed services have a jobless rate three times higher than that of married civilian women in the American workforce, according to statistics released by the Labor Department in a report entitled The Employment Situation for Military Wives (1985).

To help lower this statistic, military bases offer Human Resources programs, which assist and provide resources to spouses who are looking for a job. These programs are designed to assist military spouses in finding new jobs in a new community. The challenge is that spouses are not familiar with the local area. They are brand new and do not even know where to start (“The military family caucus”, 2012). Some of the programs available at Schofield Barracks, Hawaii, offer classes on resume writing and interview skills. Others try to pair spouses with local employers through job fairs and internships.

Every branch of the military has specific Human Resources processes to service members and families that provide assistance and resources to families in need. Deployments are very difficult and put additional stress on family members, and additional help may be needed in some circumstances to help them cope with stress. External resources are available through different agencies either military or civilian. These programs are designed to target specific issues that researchers have concluded families need during deployments and relocations. However, some of these programs fall short of spouses’ expectations, because the programs do not meet the needs of some spouses. Some of these programs were developed in academic settings rather than
real world situations and by people who do not have a clear understanding of military life. Hence, these programs may not fully identify the areas where military spouses need the most help.

**Problem Statement**

U.S. Army spouses have a particular life style shaped by the military, which can influence the type of employment spouses are looking for. They struggle to find employment every time the military family has to relocate. When new employment is found, U.S. Army spouses often work for less pay or in positions below their education or skill level. Therefore, the unemployment rate for U.S. Army spouses is high.

**Scope**

The target population for this study included all military spouses for the U.S. Army. When talking about the military, it is important to point out that the military population is younger compared with many civilians in the work force, and the military personnel are more likely married and have children at home (Ender, 2006). The influence of military life and culture impact military spouses as they become unified within the military context, which can lead to gaining additional responsibilities for family demands, especially during deployments (Redmond et al., 2015). Dealing with everyday demands alone, without the support of the service member, is one the most common stressors among spouses. Some of the key characteristics during this challenging time include worry, loneliness, assuming dual roles, and renegotiating roles. All of these feelings influence spouses’ decisions to stay home and take care of the children.

On the issue of military spouse employment, interviews with military spouses exposed that the military negatively affected their own employment. Some of them showed frustration
every time they have find a new job, because when they start to prove themselves in a company and gain credibility, it is time to move again (Runge et all., 2014). Most of them find themselves at entry-level positions when they find employment. Another barrier for military spouses is that they often have time lapses and location changes indicated in their resumes that cause employers to be hesitant to hire them. Maintaining steady employment can be difficult if military spouses do not have any support to assist them (Ender, 2006). The sample of the population included U. S. Army spouses stationed at Schofield Barracks, Hawaii, who shared similar characteristics that reflect the entire population of Army spouses. Many spouses were young and had young children. A couple of them had their spouse deployed, while others were in the field conducting training exercises. The time the military spouses had been in Hawaii varied among spouses because some were close to their Permanent Change of Station (PCS) date, and others had just arrived on island or had a couple of months in Hawaii.

**Overall Research Plan**

To gain statistical data, a written survey research instrument was used to acquire primary data using randomly selected employed and unemployed U. S. Army spouses as participants. To test the null hypothesis, the researcher started with identifying the problem statement, which stated that the unemployment rate for U.S. Army spouses stationed at Schofield Barracks, Hawaii, is high. The research continued to explore the research objectives and concluded with the testing of the research hypothesis and answering the research questions. Please see Figure 1 for details.
Research Objectives (RO)

The following are the research objectives the study emphasized for this particular project to address the problem statement:

RO#1: To identify the unemployment rate for U.S. Army spouses stationed at Schofield Barracks, Hawaii.
RO#2: To determine what major factors limit the ability of U.S Army spouses to gain employment on and around U.S. Army bases like Schofield Barracks, Hawaii.

RO#3: To identify what programs are currently available on Schofield Barracks, Hawaii, to help U.S. Army spouses find and secure employment opportunities.

RO#4: To make recommendations to Human Resources Managers on and around Schofield Barracks, Hawaii, to assist U.S. Army spouses find and secure suitable employment opportunities.

**Research Hypothesis (RH)/Research Questions (RQ)**

The following research questions were answered throughout the study, and the research hypothesis was evaluated using hypothesis testing.

RH#1: The unemployment rate for U.S. Army spouses stationed at Schofield Barracks, Hawaii, is low.

RQ#1: What major factors limit the ability of U.S Army spouses to gain employment on and around U.S. Army bases like Schofield Barracks, Hawaii?

RQ#2: What programs are currently available on Schofield Barracks, Hawaii, to help U.S. Army spouses find and secure employment opportunities?

RQ#3: What actions should Human Resources Managers on and around Schofield Barracks, Hawaii, take to assist U.S. Army spouses find and secure suitable employment opportunities?

**Decision Criteria**

The decision criteria used in this study to determine the unemployment rate for Army spouses at Schofield Barracks, Hawaii, was based on the percentage of respondents that are
currently unemployed. To conclude that the unemployment rate is high, the respondents had to be unemployed with a percentage higher than 20 percent. For hypothesis testing, alpha was set at 01.

**Summary List of Assumptions**

1. Participants filled out the survey with complete honesty.
2. Information collected would be confidential and private, and participants would remained anonymous.

**Summary List of Limitations**

1. There were time constraints, because the surveys had to be handed out during sporting event practices.
2. The level of participation was limited, because the research project had to be executed in a short period of time.
3. The location to distribute the surveys only included Watts Field, at Schofield Barracks, Hawaii, because that is where sports activities are conducted.

**Summary**

There is no doubt that military life can be difficult and challenging for military spouses. Frequent moves can prevent military spouses from establishing a solid career or have seniority at their jobs. The unemployment rate for military spouses is higher compared to civilian counterparts, and something should be done to address this issue. The purpose of this study was to determine the unemployment rate of U. S. Army spouses stationed at Schofield Barracks, Hawaii, and to answer research questions that would help understand the causes and effects of this significant problem that affects the military community. A written survey instrument was
used to collect primary data, which were designed with quantitative and qualitative components to identify trends and patterns for the responses. The following chapters provided more information about the topic in the literature review and the research methodology used for this particular research project. It highlighted results and provided recommendations to Human Resource Managers to increase awareness of the challenges military spouses face every time they had to relocate when it comes to employment opportunities. Chapter 2 introduced the literature review for this research project.
Chapter 2

Literature Review

Introduction

The unique characteristics of military life can influence the type of employment military spouses pursue and their career field. Although service members have many benefits through the military and have a steady paycheck every month, the military lifestyle takes a toll on the earnings of military spouses. This is mostly related to frequent moves and deployments, spouses’ careers are constantly interrupted (United States Government Accountability Office, 2012). When they start school at one duty station and have to relocate, their studies are interrupted, and most of the time, they have to change fields, because the schools available at the new duty station do not offer the same program the military spouses were studying. The same goes for employment, most of the time military spouses end up working in a different field, because that is what is available at that time (Cooke & Speirs, 2005). Many military spouses experience challenges at their new location, because employers are hesitant to offer them jobs that require a large investment in training or a long learning curve (Hosek & Wadsworth, 2013).

Even though the military offers some financial security, some service members, in most cases, junior enlisted and their families report financial distress. A handful even qualify for food stamps and government assistance programs to help them alleviate their financial problems (Buddin, 2002). Most of them live pay check to pay check, because it is hard to save when there is only one income in the household. This type of stress increases when the service member is getting out of the military, and the spouse is not working (Buddin, 2002).
Theory of Employment for Military Spouses

Military spouses have less flexibility when it comes to employment, because service members do not have a regular work schedule. Military members can be on duty any day of the week at any time with short notice of time; some may be at home and others may be deployed or away for training exercises. Military spouses cannot rely on their spouses, because the military takes priority and most of the military spouses have to arrange their schedules to the military needs, which makes it difficult when looking for employment (Cooke & Speirs, 2005).

According to Nelson & Schulker (2010), most military spouses are either unemployed or work less hours than they would like; others work at places where they cannot fully utilize their skills set and education.

Compared with civilian wives with similar characteristics, military wives are less likely to work and more likely to be unemployed; they work fewer weeks each year and fewer hours each week; they are paid less; and they move more frequently. They are more likely to work part-time when they would prefer full-time work, and they are more likely to be overeducated for the job they hold. Similarly, military husbands are more likely to be unemployed, earn less and move more frequently than comparable civilian husbands (Nelson & Schulker, 2010).

The data, provided by the American Community Survey for the years 2005-2011, showed that working female military spouses’ annual earnings were 14 percent less compared to civilian female spouses during this time (Hosek & Wadsworth, 2013). Statistical analyses showed that female military spouses were 9 percent less likely to look for employment during a year, 10 percent less likely to work full time, and 14 percent less likely to work 33 or more weeks a year
The average income for female military spouses for 2010 was between $9,037 and $31,167; about one-fourth worked part time and three-fourths worked full time with an average salary of $25,900 (Hosek & Wadsworth, 2013).

For the past 20 years, studies of military spouses’ earnings have demonstrated a pattern, which has suggested that their work opportunities, time constraints, and willingness to work depends on the status of their military service member. If the service member is deployed, spouses are less likely to work (Savych, 2008). Data showed that when a service member deploys for more than 30 days, the military spouses were about three percent less likely to search for employment, and 4.9 percent less likely to do so if they had children under the age of six (Savych, 2008). In addition, military spouses’ participation in the work force tended to decrease before and after deployments, because they wanted to spend more time with their loved ones. This trend has stayed the same in the military community for the past two decades (Hosek & Wadsworth, 2013).

One advantage that military spouses have is that they have priority placement when it comes to federal government jobs, which helps to offset the lower earnings opportunities for military wives both full and part-time (United States Government Accountability Office, 2012). Most of these jobs are located on military bases, and they are very competitive and hard to obtain. Federal government salaries can increase the earnings of military wives from five to 25 percent more than comparable spouses of civilians (Payne, Warner, & Little, 1992). The benefit that military spouses obtain from government jobs does not overcome the significant negative effects on their labor market behavior and opportunities due to their frequent moves and the needs of the military. According to Payne and colleagues (1992), “there is evidence that frequent rotations reduce military spouses’ earnings both because of a lengthy period of no
employment following the move, ten months on average, and because of lost seniority and the imperfect transferability of job skills.”

**Previous Research Studies**

Service members do a lot for this country along with their families. The sacrifices they have to make is not easy and affects everybody, which makes understanding the current state of this community more critical. Blue Star Families (BSF) is one of the largest and fastest growing chapter-based military family nonprofit organizations in the country, which was founded by military spouses in 2009 to assist military families and connect America to its military (Blue Star Families, 2014). Some of the programs they offer provide empowerment, education and employment for service members and their families. These programs include Blue Star Careers, Blue Star Museums, Books on Bases, Operation Appreciation, Operation Honor Corps, and Caregivers Empowering Caregivers (Shiffer & Maury, 2015).

Blue Star Families assist more than 1.5 million military families at home and overseas and have 47 chapters, which provide services to National Guard, Reserve, wounded, and transitioning service members and their families from all services regardless of their rank. In addition, Blue Star Families also provides services to veterans and civilians (Blue Star Families, 2014). One of the most important goals of this organization is to advocate for military families and bring important issues to light, because it raises awareness of the challenges military families face. They work closely together with the Department of Defense (DoD) and members of local, state and federal government to highlight the importance of the military and finds solutions to the issues of military life (Blue Star Families, 2014). To find out what areas need improvement, Blue Star Families sends out an annual survey to military families with the goal to collect data to
better design programs that meet the needs of the military and their families. (Shiffer & Maury, 2016).

The Blue Star Families Annual Military Family Lifestyle Survey provides valuable insight into the experiences and challenges encountered by military families. Military families are very similar to civilian families, however, the unique demands of military service result in unique issues and challenges to sustaining the military (Cooke & Speirs, 2005). Family is central in active duty service members’ financial decisions. The results of the survey demonstrated that 76% of active duty service members indicated plans to transfer their GI Bill to their spouse or children, and 81% of active duty spouses reported being involved in managing family finances (Shiffer & Maury, 2016).

The top issues most concerning to military families include military pay and benefits, changes to retirement benefits, military spouse employment, veteran employment, and service member and veteran suicide rate. The uncertainty that accompanies military life remains a dominant theme (Blue Star Families, 2014). Active duty service members and spouses that participated in the survey identified uncertainty in military life, military spouse employment, and saving for retirement as top obstacles for financial security. There are multiple obstacles holding military members back from feeling financially secure (Shiffer & Maury, 2016).

According to the 2015 Blue Star Families (BSF) report, service members and spouses feel that uncertainty of what is going to happen has affected their financial decisions. Retirement planning and the high cost associated with the military lifestyle especially due to frequent moves are additional causes for concern. Military spouse employment and under-employment remains a top concern (United States Government Accountability Office, 2012). According to the results
of the study, 55% of active duty spouses in this year’s survey were not currently employed, of those, 58% want to be employed. What stands out the most is that 75% of the respondents reported that being a military spouse had a negative impact on their ability to pursue employment (Shiffer & Maury, 2016).

On the other hand, when a spouse has employment, it has a positive impact on the family. “Military families with employed spouses experience greater financial security, better mental health and higher satisfaction with the military lifestyle” (Shiffer & Maury, 2016). An employed spouse is also a strong asset when a military family transitions to civilian life, because the pressure of finding a job right away decreases. A working military spouse enables their service member to take more time in finding a job. Low employment among military spouses has the opposite effect making it difficult for families to transition out of the military to save for retirement and maintain financial stability during the transition (Shiffer & Maury, 2016).

Childcare challenges and concerns for children’s wellbeing are also factors influencing military spouse employment (Hedgcoth, 2004) In fact, childcare is one of the main factors why spouses decide to stay at home rather than work; thirty-five percent of the respondents with children were unable to find childcare that worked for the current situation (Shiffer & Maury, 2016). Many military spouses have their service member deployed or in training exercises, which can last weeks and sometimes months. Others cannot rely on their service member, because of the rigid and unpredictable schedule of the military member. Finding flexible childcare is challenging and expensive; twenty-seven percent of the respondents with children were spending about $500 or more per month on childcare expenses (Shiffer & Maury, 2016). Many spouses have to put their children on waiting lists to obtain childcare on the military base
at Child and Youth Services (CYS) facilities such as the Child Development Centers (CDCs), Family Child Care (FCC) providers, and the School Age Services (SAS).

There is a shortage of childcare facilities and childcare providers on military bases. When Child and Youth Services facilities are at capacity and a waiting list for enrollment exists, single and dual military service members have priority over military spouses (Hodgcoth, 2004). When spouses are forced to look for childcare off base, it is usually more expensive, because childcare rates are not based on the rank of the service member. Childcare facilities off base have a standard rate per child, which is higher compared to the rates offered at Child and Youth Services facilities. Junior enlisted service members tend to pay a lot less for childcare compared to senior enlisted and officers service members on a military base (Hodgcoth, 2004). Therefore, additional support for flexible and affordable childcare remains a top priority for military spouses.

There are programs available to assist service members and their spouses overcome such setbacks. For example, the Military Spouse Employment Partnership (MSEP) is a program designed to connect partnering companies and military spouses in an effort to create meaningful long-term employment opportunities for military spouses (United States Government Accountability Office, 2012). Military Spouse Employment Partnership is a partnership of over 60 organizations who have committed to hire and relocate military spouses throughout the service member’s career. The organizations help spouses find employment, build on their education and experience, and achieve their career and personal goals. Military Spouse Employment Partnership provides the stability of knowing that when they get to the next duty
station, they have a job and do not have to worry about income, because they have a place to go and something to do (Jill Biden’s Remarks, 2011).

**Summary**

It is hard to find a person who would give up a steady job just to move to a new location to start from scratch, yet every permanent change station season, thousands of military spouses are asked to do just that. The mobile life style within the military affects military spouses’ careers in several different ways. Not knowing where they are moving to or finding out the location of the next duty station at the last minute, makes it very difficult to figure out what industries and companies are there. Therefore, research and preparation needs to be done to determine what type of employment is available, and what type of skills and education are needed for that specific location. Although military life can be hard, there are resources available such as Military Spouse Employment Partnership to help spouses find employment, if they wish to join the work force. The partners that constitute this program understand that when they hire a military spouse, they are receiving a loyal employee who has flexibility, adaptability, and commitment. The following chapter explains how data were collected and the research methodology used in the study.
Chapter 3

Research Methodology

Introduction

As discussed in Chapter 2, the unemployment rate for U.S Army spouses is higher than the national unemployment rate in the country. Frequent moves, deployments, training exercises, and the effects of Army life are just some of the factors that prevent military spouses from seeking and finding employment. Even though there are programs available to assist military spouses with finding employment, many spouses were not aware of the resources available on military bases. Subsequently, this research project explored the effectiveness of the programs and resources put into place by military and civilian agencies to assist military spouses with their employment search. This chapter described the research methodology used to collect primary data and the data analysis plan to evaluate the primary data in.

Data Collection Plan

The research approach used for this specific study involved a written survey to collect and analyze data. Demographic questions helped to identify what percentage of the sample size were male and female spouses and their ages, which could give a better idea of the demographics of the population. The subjects of the sample consisted of 35 employed and unemployed U. S. Army spouses stationed at Schofield Barracks, Hawaii. It was important to collect data from employed spouses to determine the time it took them to find employment and the resources they used that actually resulted in employment. In terms of the Human Resources programs used, the responses were evaluated in terms of effectiveness where the options ranged from very ineffective to very effective.
Many military spouses tended to be unemployed at their new duty station, because the military spouses did not have the connections and networking system to help them find suitable employment that met their skills and education level. The military spouses usually ended up taking any job because that is what was available at that time (Cooke & Speirs, 2005). To determine if this was true at Schofield Barracks, Hawaii, the study focused on the level of education and the skills military spouses possessed at the time of employment. Time was another factor that could motivate a military spouse to take jobs below their skills set, because they could not wait for a better job due to financial concerns.

On the other hand, unemployed spouses could provide reasons to why they were not working, or if spouses chose not to work at all. Analyzing childcare concerns, flexibility from employers and commuting in Oahu, Hawaii, could influence spouses to at stay home. These factors played an important role in the ability of deciding whether to enter the workforce. Military spouses with young children can experience challenges when trying to find appropriate childcare. As discussed in Chapter 2, childcare was one of the biggest issues on military bases that could prevent military spouses from working. Since military life can be very unpredictable, many military spouses look for jobs that could provide flexibility with working hours. Some military spouses may prefer working the night shift, because it allows them more time with the family, and the military spouses would not have to worry about childcare. Others may want to work while the kids are at school. The quantitative and descriptive data collected from the survey provided valuable information the researcher used to make recommendations to Human Resources Managers on and around the military base to increase the employment opportunities for military spouses.
Furthermore, many military spouses live on base, so finding out what type of jobs were available on or around base could provide important information about what Human Resource Managers could do to attract military spouses as employees. Employment on a military base is very competitive and hard to get, because most of the positions are federal vacancies. The hiring process for federal employment has many steps to follow, which can take a long time to hear something back after the employment application (United States Government Accountability Office, 2012). There are too many applicants and few jobs so that most of the people who apply for a job are not going to be selected, including military spouses.

Over a period of several weeks, the researcher distributed the surveys to military spouses during soccer and football practices on Schofield Barracks, Hawaii. After explaining the survey procedures to the participants, the researcher let them know to deposit completed surveys in a secured wooden box near the practice field. At the end of practice, the researcher retrieved the box, collected the surveys to analyze data, and prepared more written surveys for the next practice. The rate of return of surveys was higher than expected, because the military spouses had already pre-screened the survey before agreeing to participate. To reach military spouses, the researcher received permission from the Assistant Director of the Youth Sports and Fitness Directorate of Family and Morale, Welfare and Recreation (MWR) Program at Schofield Barracks, Hawaii, to conduct surveys during sport practices. The goal was to collect as many surveys as possible from other military spouses from different backgrounds.

Sample Size

The population at Schofield Barracks, Hawaii, consisted of 22,441 service members, 32,790 family members, 7,625 civilians, and 2,230 reserve components (“Schofield Barracks/ Fort Shafter, Hawaii”). The target population for this specific study included U.S. Army spouses
stationed at Schofield Barracks, Hawaii. The sample size consisted of 35 randomly selected employed and unemployed U. S. Army spouses who were willing to participate in this study.

**Primary Data**

Primary data were collected through the written survey method, which was designed to answer the research questions and evaluate the research hypothesis. The researcher did not ask questions concerning ethnicity, health issues, politics, or private matters. Before starting the survey, participants received a copy of the survey cover letter, which explained the purpose of the study, the time for filling out the survey and instructions. Contact information was also provided in case a participant would like to contact the researcher. Participants were made aware that information received would not be distributed to a third party and that they had the option to stop the survey process. The researcher pre-tested the survey instrument several times for validity and reliability before submitting the survey for final approval. Some of the survey questions were modified to reflect the feedback received from military spouses. A secure drop box was provided for the respondents to deposit the completed surveys anonymously.

**Survey Instrument**

The written survey was created using google forms. However, the survey was printed and distributed in paper format. It contained both quantitative and qualitative components. The survey employed both Likert-scaled and open-ended questions to get more details in certain areas. Structured questions were designed to gather information about demographics, timelines, and education. A Likert scale was used in some of the questions to determine the effectiveness of the Human Resource programs that actually resulted in employment available to military
spouses. For example, the survey addressed how effective were staffing agencies, job fairs, Priority Placement Program (PPP), Volunteering, Internships or methods used by spouses during their employment search. The survey instrument is provided as Appendix B.

To know more about the causes that prevent military spouses from seeking employment and the effectiveness of the programs designed to assist spouses during their job search, the study focused on different areas that illustrate the challenges and concerns spouses face every time they have to relocate. One of the questions in the survey to address this problem was: What is the most important challenge you face when looking for employment? The options for this question were 1) childcare, 2) flexible hours, 3) commuting, 4) jobs do not meet my skill or education, 5) employers do not want to hire military spouses, and 6) other, which is a short answer for spouses to be more specific. The options available highlighted some of the major challenges most military spouses face when moving to a new place and start looking for employment. It was important to identify what areas needed attention and to see what could be done to address these issues.

Some of the Human Resources programs available at Schofield Barracks, Hawaii, include job fairs, volunteering, internships, and the Priority Placement Program (PPP). Staffing agencies are also helpful to find employment outside military bases. Military spouses have priority placement for government jobs on base, but many military spouses are not aware of this. There is the Priority Placement Program through the Civilian Personnel Advisory Center (CPAC), which registers spouses in a system that matches federal job vacancies with spouses’ skills and education suitable for the grade they register for in the system. To find out if military spouses take advantage of this benefit, the survey asked spouses the following questions: Do you work on a military installation or off base? Have you used the Priority Placement Program (PPP) to assist
you in finding employment on base, and if you used the PPP, how long did it take you find employment through Priority Placement Program? Spouses have to meet the qualifications for the vacancy, and it is not guaranteed that the military spouse get the job. However, several military spouses have been hired through this program. This process can be lengthy, and it can take several months. If the military spouse does not get a job offer after a year, they have to re-register again for one more year. Many military spouses get discouraged and start applying for job vacancies on their own. This program is an important tool for military spouses if they want to get a federal job.

Another way military spouses can find employment is through job fairs, staffing agencies, volunteering, and internships. Schofield Barracks, Hawaii, tends to host job fairs frequently at the Nehelani Club Center, which is open to the public, military spouses, and dependents. Some of the local employers participate in these fairs and have interviews on site. People who attend these events need to have their resume ready and supporting documentation for employers during the interviews.

**Data Analysis Plan**

The tools and techniques used to analyze the data collected consisted of descriptive statistics, percentages and statistical models. These tools were helpful in describing and categorizing the survey responses. To calculate response averages, quantitative data were used as well as demographics, such as age, gender, and education level. On the other hand, qualitative components reinforced some of the trends identified with the quantitative components and brought to light the major factors that inhibit spouses from seeking employment. To test the null hypothesis, the following seven steps were used:
1. Determine the null and alternative hypotheses

\[
\begin{align*}
H_0 : \pi & \leq .20 \\
H_1 : \pi & > .20
\end{align*}
\]

2. Determine the level of significance

Alpha = .01

3. Determine the test statistics

\[
Z \text{ calculated} = \frac{P - \pi}{\sqrt{\frac{pq}{n}}}
\]

4. Determine the critical value

\[Z \text{ critical value} = +2.33\]

5. Make calculations from sample data (See Chapter 4)

6. Make statistical decision (See Chapter 4)

7. State conclusion and make recommendations (See Chapter 5)

**Summary**

The purpose of the research project was to have a clear research methodology to implement during the study. Qualitative and quantitative components were included in the research methodology. Descriptive statistic instruments were used to analyze and categorize survey responses. Open-ended questions were used to determine what factors inhibit spouses from entering the work force and the reasons why spouses chose to stay home. To test the null hypothesis, seven hypothesis test steps were used. Chapter 4 provides the data analysis.
Chapter 4

Data Analysis

Introduction

The goal of this project was to determine the unemployment rate of U. S. Army spouses stationed at Schofield Barracks, Hawaii, and to answer the research questions introduced in Chapter 1. The sample of 35 participants provided insight about the employment status of some military spouses. The data collected from the written survey were used to determine the percentage of spouses that were currently employed and to identify the limitations that prevented military spouses from working. In addition, the results helped to determine the effectiveness of the Human Resource programs military spouses used while looking for employment. This chapter also described the hypothesis test steps used to evaluate the results of the study. Based on those results, recommendations were presented to Human Resource Managers of Schofield Barracks, Hawaii, to improve processes designed to help military spouses with their employment search. Therefore, the following results were presented using charts and tables as well as in narrative form in order to provide detailed information regarding the results.

Summary of Data Collected

For the most part, all the questions in the survey were answered, but there were some respondents who skipped the last question, which was: “Are there any other suggestions or recommendations that you would like to make to military or civilian Human Resources programs or processes for the employment search and actual employment opportunities for U.S. Army spouses?” These surveys were still used in the study, because the questions that were answered were used to provide descriptive statistics for different sections of the research study.
It was important to identify some characteristics of the population in order to find patterns. For that reason, several demographic questions were used to determine specific factors of the sample. Since the target population was U. S. Army spouses, all the participants were married. Out of 35 participants, only three were males and 32 were females. The data were collected during sporting event practices, so all the participants had children. The following figures broke down the age groups of the participants, and their education level.

![Figure 2. Military Spouses Age Group](image)

Figure 2. Military Spouses Age Group
Figure 3. Military Spouses Level of Education

One of the questions of the survey was to determine the level of education of military spouses, because it determined the type of employment military spouses pursue (See Figure 3). According to the results, 15 participants, which constituted 44% of the sample, had some college, nine participants (25%) only had a high school diploma, nine (25%) had a bachelor’s degree and only two (6%) had a master’s degree. However, many of them had planning to continue their education towards a bachelor’s degree. None of the participants had a doctoral degree or had the intention to pursue one. Since no question was asked regarding the field of study, it was unclear the type of degree military spouses had.

When asked how many military spouses were currently working only 19 participants (54%) responded yes, and 16 participants (46%) responded no. Out of the 19 military spouses currently working, eight worked on a U.S. military base and 11 worked off U.S. military bases. To determine if employed spouses were underemployed, the following question was asked: “Did
you take a job that is below your skill set, because it was the only job available at that time?” Twelve participants answered yes, and seven participants said no. Regarding education level, the following question was asked: Did you take a job that is below your education level, because it was the only job available at that time? Eight participants responded yes, and 11 participants said no. The data dispersion indicated that for military spouses who had the education and the skills required to pursue a professional career, there were still challenges to achieving professional fulfillment, financial stability, and a stable career. This could be influenced by the frequent moves of military life and long deployments.

To determine what major factors limited the ability of U.S Army spouses to gain employment on and around U.S. Army bases like Schofield Barracks, Hawaii, the following factors were identified in table 1.

<table>
<thead>
<tr>
<th>What is the most important challenge you face when looking for employment?</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Childcare</td>
<td>16</td>
</tr>
<tr>
<td>Flexible Hours</td>
<td>7</td>
</tr>
<tr>
<td>Commuting</td>
<td>4</td>
</tr>
<tr>
<td>Jobs do not meet skill level or education</td>
<td>3</td>
</tr>
<tr>
<td>Employers do not want to hire military spouses</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
</tr>
</tbody>
</table>

Table 1.0 Factors Influencing Spouses’ Employment
The three military spouses that responded other for this specific question, two specified that school was another factor, because they had classes during the day, and one military spouse mentioned deployment as an answer. Based on these results, childcare was a major factor when looking for employment among military spouses with young children. As mentioned in the literature review, childcare was hard to find on U.S. military bases, because there was great demand for it, and it could get expensive for military spouses who had multiple children.

**Hypothesis Test Steps**

To test the research hypothesis for this project, which stated that the unemployment rate for U. S. Army spouses stationed at Schofield Barracks, Hawaii, was low, the researcher used the national unemployment rate to evaluate the data. According to the U. S. Bureau of Labor of Statistics (2016), the national unemployment rate was 4.9 %. Based on the decision criteria for this study, military spouses stationed at Schofield Barracks, Hawaii, had to be unemployed with a percentage higher than 20 percent.

Within the survey of n=35 military spouses stationed at Schofield Barracks, Hawaii, 16 military spouses were found to be unemployed. The significance level was set at α=.01. To test the null and alternative hypotheses, the followed calculations were made.

1. **Determine the null and alternative hypotheses**
   
   \[
   \begin{align*}
   H_0: \pi & \leq .20 \\
   H_1: \pi & > .20
   \end{align*}
   \]

2. **Determine the level of significance**

   \[\text{Alpha} = .01\]
3. Determine the test statistics

\[ Z_{\text{calculated}} = \frac{P - \pi}{\sqrt{\frac{pq}{n}}} \]

where \( Sp = \sqrt{\frac{pq}{n}} \)

4. Determine the critical value

\[ Z_{\text{critical}} = +2.33 \]

5. Make calculations from sample data

\[ Z_{\text{calculated}} = \frac{0.46 - 0.20}{\sqrt{\frac{0.20 \times 0.80}{35}}} = 3.84 \quad Z = + 3.84 \]

\[ P = \frac{16}{35} = 0.46 \]

\[ \pi = 0.20 \]

6. Make statistical decision

Since \( Z_{\text{calculated}} = +3.84 > Z_{\text{critical}} = +2.33 \), rejected \( H_0 \).

There was significant evidence to reject the null hypothesis \( (H_0) \). Therefore, the researcher took the alternative hypothesis \( (H_1) \). It was determined from the evidence determined that the unemployment rate for military spouses stationed at Schofield Barracks, Hawaii, was significant higher than the national unemployment rate.

**Other Quantitative Analysis Methods**

The second part of the research also included the identification of Human Resources programs designed to assist military spouses with their employment search, and the effectiveness of such programs. One of the main programs that gives military spouses priority and placement for federal employment is the Priority Placement Program (PPP). However, out of the 35
participants, only 12 were familiar with this program, and eight had actually used it. Only eight spouses having used this program was relatively low, meaning that there had not been much work done to reach spouses to let them know about the benefits of the Priority Placement Program.

When asked what military or civilian Human Resource processes military spouses had used during their employment search, their answers varied among the following options. Please see Table 2 for details.

<table>
<thead>
<tr>
<th>Human Resources Processes</th>
<th>Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing agencies</td>
<td>6</td>
</tr>
<tr>
<td>Job fairs</td>
<td>6</td>
</tr>
<tr>
<td>PPP</td>
<td>8</td>
</tr>
<tr>
<td>Volunteering</td>
<td>4</td>
</tr>
<tr>
<td>Internships</td>
<td>2</td>
</tr>
<tr>
<td>Facebook</td>
<td>6</td>
</tr>
<tr>
<td>Newspaper</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
</tr>
</tbody>
</table>

Table 2. Human Resources Processes

Social media, such as Facebook, had the same or more influence than other Human Resource processes to reach applicants for employment. Several military spouses responded that Facebook was very helpful while networking with companies that were hiring. Only two military spouses used internships as a way to gain working experience.
A seven-option Likert scale was used to determine the effectiveness of the Human Resource processes available at Schofield Barracks, Hawaii. Question 13 of the written survey asked: How would you rate the effectiveness of each Human Resource programs or processes that you have used in your employment search that actually resulted in employment for you, as U. S. Army spouse? See table 3 for results.

<table>
<thead>
<tr>
<th></th>
<th>Very Ineffective (1)</th>
<th>Ineffective (2)</th>
<th>Somewhat Ineffective (3)</th>
<th>Neutral (4)</th>
<th>Somewhat Effective (5)</th>
<th>Effective (6)</th>
<th>Very Effective (7)</th>
<th>Total</th>
<th>$\bar{x}$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staffing agencies</strong></td>
<td>0</td>
<td>2</td>
<td>7</td>
<td>5</td>
<td>9</td>
<td>6</td>
<td>6</td>
<td>35</td>
<td>4.6</td>
</tr>
<tr>
<td><strong>Job Fairs</strong></td>
<td>2</td>
<td>4</td>
<td>8</td>
<td>7</td>
<td>7</td>
<td>5</td>
<td>2</td>
<td>35</td>
<td>4.0</td>
</tr>
<tr>
<td><strong>PPP</strong></td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>23</td>
<td>5</td>
<td>4</td>
<td>0</td>
<td>35</td>
<td>4.3</td>
</tr>
<tr>
<td><strong>Volunteering</strong></td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>12</td>
<td>6</td>
<td>6</td>
<td>1</td>
<td>35</td>
<td>4.1</td>
</tr>
<tr>
<td><strong>Internships</strong></td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>17</td>
<td>7</td>
<td>5</td>
<td>0</td>
<td>35</td>
<td>4.3</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>5</td>
<td>9</td>
<td>5</td>
<td>6</td>
<td>35</td>
<td>4.6</td>
</tr>
</tbody>
</table>

Table 3. Human Resource Programs Likert Scale Results

Based on the results from the Likert scale from question 13, the average mean for all the Human Resource processes stayed within the range of 4.0-4.6. The majority of military spouses stayed neutral when evaluating the Human Resource processes, especially the Priority Placement Program. This could mean that military spouses were not aware of the services provided by these programs, or did not care for them. These results showed that improvements could be made to fix the satisfaction rate among military spouses. Overall, Human Resources processes were not very effective for military spouses during their employment search. Only a few military spouses were aware of the Priority Placement Program, which was the main Human Resource process that gives military spouses priority placement for federal employment on U. S.
military bases. None of the military spouses mentioned the Military Spouse Employment Partnership.

**Summary**

This chapter provided a detailed analysis of the data collected from the written survey, which was used to make statistical decisions about the study. The unemployment rate for military spouses was higher than the national unemployment rate. The null hypothesis was rejected by the researcher using the steps for hypothesis testing. The effectiveness of the Human Resource process available to military spouses were not as effective as expected based on the results from a Likert scale. In Chapter 5, the researcher has summarized, drew conclusions, and made recommendations to Human Resource managers that would enhance the effectiveness of the organizations’ Human Resource Management to improve the services provided to military spouses.
Chapter 5

Summary, Conclusions, and Recommendations

Introduction

This research study began with the problem definition about the struggles to find employment for military spouses. As discussed in previous chapters, military spouses faced many challenges every time they had to relocate to meet the needs of the U. S. military. Employment was one of the major areas where military spouses struggled the most. After analyzing the data collected from the written survey, conclusions were made. This chapter presented a brief summary of the study, formulated conclusions, and presented recommendations to Human Resource Managers. In addition, future research recommendations were provided, so that future researchers could expand the area of study for this field.

Summary

It was important to discuss the issue of high unemployment among military spouses, because it affects military families. The purpose of this research study was to determine the unemployment rate of U. S. Army spouses stationed at Schofield Barracks, Hawaii, and to determine the effectiveness of Human Resource processes available to military spouses. The following research questions were addressed throughout the study:

RQ#1: What major factors limit the ability of U.S Army spouses to gain employment on and around U.S. Army bases like Schofield Barracks, Hawaii?

RQ#2: What programs are currently available on Schofield Barracks, Hawaii, to help U.S. Army spouses find and secure employment opportunities?
RQ#3: What actions should Human Resources Managers on and around Schofield Barracks, Hawaii, take to assist U.S. Army spouses find and secure suitable employment opportunities?

To answer these questions, the researcher used a written survey instrument to collect primary data from 35 military spouses stationed at Schofield Barracks, Hawaii. In addition, the literature review provided important information about the studies that had been conducted in this particular field. The Blue Star Families Annual Military Family Lifestyle Survey provided valuable insight into the experiences and challenges encountered by military families. Military spouse employment was one of the most concerning issues to military families according to the survey (Cooke & Speirs, 2005).

The primary data collected from the written survey was used to test the null hypothesis, which stated that unemployment rate for U. S. Army spouses stationed at Schofield Barracks, Hawaii, was low. Based on the results, this was shown to be untrue. Using the steps for hypothesis testing, the researcher rejected the null hypothesis, because there was enough evidence suggesting that in fact, the unemployment rate for military spouses stationed at Schofield Barracks, Hawaii, was higher than 20%.

Several factors influenced the decision of several military spouses to stay at home instead of looking for employment. Childcare was the major factor that prevented military spouses from working. Flexible hours and commuting were also very common answers in the survey. The literature review stated that childcare was very difficult to obtain in U. S. Army military bases due to long waiting lists to place children for childcare (Shiffer & Maury, 2016). Military spouses who participated in the study responded that they were having hard time finding somebody to take of their children, and that childcare was very expensive for military spouses who had multiple children.
Many military spouses did not use the Human Resource processes available at Schofield Barracks, Hawaii, to help them during their employment search. The majority of the military spouses remained neutral when evaluating the Human Resource processes in a Likert scale. The fact that many military spouses did not know about the Priority Placement Program was concerning for the researcher. The purpose of the Priority Placement Program is to reach military spouses, and to help them find federal employment by giving priority placement to military spouses who register for the program. The data analyzed showed that only eight participants out of 35 used the program. The low participation of military spouses reflected the ineffectiveness of some Human Resources programs to assist military spouses at Schofield Barracks, Hawaii.

**Conclusions**

- The unemployment rate for military spouses stationed at Schofield Barracks, Hawaii, was higher than 20 percent, and something could be done to address this problem
- Childcare could be improved at U. S. Army bases, including Schofield Barracks, Hawaii, according to the responses of the written survey
- Human Resource processes could improve the way they reach and assist military spouses
- More employment opportunities should be available for military spouses at Schofield Barracks, Hawaii
- Training and career development opportunities should be provided to military spouses at all U. S. Army bases.
- Civilian employers could provide more employment opportunities to military spouses regardless of how long they are going to stay at one place
Recommendations

After reviewing the literature and analyzing the primary data collected, the researcher had three important recommendations to Human Resource managers on and around Schofield Barracks, Hawaii, so they can assist military spouses find and secure employment opportunities to further their careers.

First, Human Resource programs available on U. S. military installations should do a better job on informing all the military spouses about the services they offer. One way to do this is to hold multiple briefings when the service member is in-processing at a new duty location. When a service member is in-processing at a new duty location, several organization hold briefings informing service members about the programs available on that military base, which include finance, transportation, housing, Equal Employment Opportunity, among others. Representatives from each Human Resource program can give employment information for military spouses to service members, so they can inform their military spouses. This is to include how to register for the Priority Placement Program, which requires certain documentation military spouses need to provide.

When military spouses arrive to a new duty location, they are unaware of their surroundings. The common places military spouses visit are the Commissary and Army and Air Force Exchange Service (AAFES) locations. Human Resource Managers can have brochures or handouts at these locations with information regarding all services provided to military spouses, and any employment opportunities available at that time.

Second, Human Resource processes could provide classes on how to build different types of resumes, develop interview skills, and improve time management. These classes should be
designed to target military spouses to benefit and improve their resume building skills. Federal jobs require a different style of resume that is not necessarily appropriate for civilian jobs. In addition, there should be computers with Internet access, so military spouses who do not have internet access can apply to jobs online.

Third, Human Resource Managers can promote the skills military spouses bring to the workforce, expand employment and career development opportunities, and help employers create military-friendly workplaces. This can be done by incorporating new strategies designed to hire and retain military spouses. For example, Human Resource Managers can create a new program intended to build a workplace focused on hiring and meeting the needs of military spouses. Flexible work schedules should be addressed in this program to meet the needs of the U.S. military workforce. Human Resources Managers can work with large companies that have locations everywhere to develop a program where if a military spouse has to move to a new duty location, the company would work with military spouses to transfer them to the new location. This could be done through the Military Spouse Employment Partnership, which was discussed in Chapter 2.

Future Research Recommendations

The main purpose of this research project was to discuss the high unemployment rate for U.S. Army wives stationed at Schofield Barracks, Hawaii. High unemployment not only affects military spouses but also service members. Since this issue needed to be addressed, the researcher had the following recommendations to future researchers who would expand research in this field:
• Expand research to more than one U. S. military base. Since the study was conducted at Schofield Barracks, Hawaii, more data from several military bases could provide a better picture of the unemployment conditions of military spouses at different locations.

• Include all the branches of the military to see if there is significant difference of unemployment rates for military spouses among the branches of the military.

• The sample size for this study was relatively small compared to the population of service members and military spouses stationed at Schofield Barracks, Hawaii. A larger sample can provide better representation of the population, which can lead to data that are more precise.

• The study used a written survey to collect primary data, which was distributed at sporting event practices. To reach more participants, an electronic survey with less questions may be more efficient, so that participants can fill out the survey online.

• Research related to Human Resource Management that provides a means of defining their contribution to employee relations would be of value to the improvement of hiring, retaining, and developing employment and career opportunities.

**Study Contribution**

The researcher hopes the study contributed to the awareness of the struggles military spouses face every time they have to relocate and during deployments. This study was designed to improve the employment conditions of military spouses, so they can benefit from better employment opportunities, and to improve career development. The experiences of military life can affect the type of employment military spouses are looking for. When employment is found, many military spouses are either underemployed or in a field where their education and skills are not utilized. The study showed the high unemployment rate for military spouses at one
U.S. Army base, which suggests that this is happening at other U.S. military installations. The researcher hopes that more should be done to address this problem, and the Human Resources will consider this study as collection of data to improve Human Resource Management, so military spouses can find and secure better employment opportunities and further their careers.

**Summary**

This chapter presented a detailed summary of the study, stated conclusions, and provided recommendations to Human Resources Managers, so they could improve and develop new strategies to recruit military spouses. Future research recommendations and study contribution were also addressed. The high unemployment rate for military spouses led the researcher to conclude that more should be done to bring the unemployment rate done at Schofield Barracks, Hawaii. The recommendations to Human Resource Managers provided suggestions on how they could improve their services to be more effective and efficient. The researcher also recommended that future research should expand to all branches of the military at all military installations with bigger sample sizes to have data that are more precise. The researcher hopes that the contribution of the study to society and Human Resource Managers will benefit the employment conditions of military spouses. Thus, military spouses can benefit from better employment opportunities that meet their needs, and expand their career development.
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Appendix A

Survey Cover Letter

29 August 2016

Dear Participant:

My name is Claudia Birdsall, and I am a graduate student at Central Michigan University. For my final project, I am examining the unemployment rate for U.S. Army spouses stationed at Schofield Barracks, HI, and the programs available to help spouses find suitable employment opportunities. Because you are a military spouse stationed in Schofield Barracks, I am inviting you to participate in this research study by completing the attached survey.

The following questionnaire will require approximately 10 minutes to complete. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the project will be provided to my Central Michigan University instructor. If you choose to participate in this project, please answer all questions as honestly as possible. Participation is strictly voluntary, and you may refuse to participate at any time. Please deposit you completed survey in the secure drop box.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information regarding the effectiveness of the programs available. In addition, it will help Human Resources Managers assist military spouses find suitable employment opportunities. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have questions, please contact me at the number listed below.

Please note that if you are not satisfied with the manner in which this study is being conducted, you may report (anonymously if you so choose) any complaints to the MSA Program by calling 989-774-6525 or addressing a letter to the MSA Program, Rowe 222, Central Michigan University, Mt. Pleasant, MI 48859.

Sincerely,

Claudia Birdsall
580-583-4281
birdsall20@yahoo.com

Dr. Donald L. Brechtel, Monitor
727-647-4543
brech1d@cmich.edu
Appendix B

Human Resources Processes to Provide Employment Opportunities to Military Spouses

Instructions:
1. The purpose of this survey is to determine the unemployment rate for U.S. Army spouses stationed at Schofield Barracks, Hawaii, and to evaluate the effectiveness of the Human Resources processes available to assist U.S. Army spouses to find and secure employment.
2. The questionnaire will require approximately 10 minutes to complete.
3. All survey responses will be treated confidential.
4. Please select the most appropriate response to each question that most reflects your experience.
5. Please answer all questions as honestly as possible.
6. Thank you for your participation. For additional information, questions or concerns, please contact Claudia Birdsall through e-mail at: birdsall20@yahoo.com.

1. What is your gender?
   o Female
   o Male

2. What is your age
   o 19-24
   o 25-31
   o 32-38
   o 39-45
   o 46 or older

3. What is your highest level of education?
   o High School or Equivalent
   o Some College
   o Bachelor’s Degree
   o Master’s Degree
   o Doctorate Degree

4. What is the most important challenge you face when looking for employment?
   o Child Care
   o Flexible Hours
   o Commuting
   o Jobs do not meet skill level or education
   o Employers do not want to hire military spouses
   o Other:___________________

5. As a military spouse, are you currently employed?
   o Yes
   o No
6. Do you work on a military installation or off base?
   - Military Installation
   - Off Base
   - N/A

7. If you are employed, how long did it take you to find employment at Schofield Barracks, Hawaii?
   - 0-3 months
   - 4-6 months
   - 7-9 months
   - 10-12 months
   - Over a year
   - N/A

8. If you are employed, how long did it take to find employment off base or at another military installation?
   - 0-3 months
   - 4-6 months
   - 7-9 months
   - 10-12 months
   - Over a year
   - N/A

9. Did you take a job that is below your skill set, because it was the only job available at the time?
   - Yes
   - No
   - N/A
   - Other: ____________________

10. Did you take a job that is below your education level, because it was the only job available at that time?
    - Yes
    - No
    - N/A
    - Other: ____________________

11. Have you used any of the military programs or civilian Human Resources programs or processes to assist you in your employment search?
    - Yes
    - No
12. If you answered yes to question #11, what military or civilian Human resources programs or processes have you used in your employment search?

Your answer:
______________________________________________________________________________
______________________________________________________________________________

13. If you answered yes to question #11, how would you rate the effectiveness of each Human Resources programs or processes that you used in your employment search that actually resulted in employment for you, as U.S. Army spouse?

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14. Have you used the Priority Placement Program (PPP) to assist you in finding employment on base?
   o Yes
   o No

15. If you used the PPP, how long did it take you to find employment through PPP?
   o 0-3 months
   o 4-6 months
   o 7-9 months
   o 10-12 months
   o Over a year
   o N/A

16. If you are not working, what major factors prevent you from seeking employment?
Your Answer:
17. Are there any other suggestions or recommendations that you would make to military or civilian Human Resources programs or processes to increase the employment search an actual employment opportunity for U.S. Army spouses?

Your Answer:
______________________________________________________________________________
______________________________________________________________________________