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Fricker, Ronald D.; Buttrey, Samuel E.; Alt, Jonathan K.

Monterey, California. Naval Postgraduate School

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NAVAL POSTGRADUATE SCHOOL

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FUTURE NAVY RECRUITING STRATEGIES

by

Ronald D. Fricker, Jr.
Samuel E. Buttrey
Jonathan K. Alt

February 20, 2015

Approved for public release; distribution is unlimited

Prepared for: Commander, Navy Recruiting Command

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ABSTRACT

Based on information gathered from the United States armed services, the Royal Navy and the Australian Defence Force, best practices in corporate America, and the academic literature, this report provides forward leaning practices and actionable recommendations to Commander, Navy Recruiting Command (CNRC). The goal is to improve and best align Navy Recruiting practices for the Millennial and post-Millennial generations. To achieve this, we: (1) identified and evaluated past alternative recruiting efforts, (2) assessed the literature on trends in the Millennial and post-Millennial generations, and (3) synthesized this information to pose future Navy recruiting strategies. Ultimately, this report concludes that the military recruiting community must establish a program of research and experimentation in order to learn how to improve military recruiting.

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List of Acronyms and Abbreviations

AC Active component
ACT Australian Capital Territory
ADF Australian Defence Force
AFB Air Force Base
AFCO Armed Forces Career Office
AFQT Armed Forces Qualification Test
AFRISS Air Force Recruiting Information Support System (legacy)
AFRISS TF Air Force Recruiting Information Support System Total Force
AFRS Air Force Recruiting Service
AMJAM Automated Military Justice Analysis and Management (system)
ASVAB Armed Services Vocational Aptitude Battery
AVF All-Volunteer Force
BIRM Bonus Incentive Recruiting Mode
Cdr Commander (Royal Navy)
CDR Commander (United States Navy)
CNR Captain Naval Recruiting (Royal Navy)
CNRC Commander, Navy Recruiting Command
Col. Colonel (United States Air Force)
CPT Captain (United States Army)
CRM Customer Relationship Management
DEP Delayed Entry Program
DFR Defence Force Recruiting
DoD Department of Defense
ERIS Enlisted Recruiter Incentive System
EPR Enlisted Performance Report
GAO Government Accountability Office
HMNB Her Majesty's Naval Base
IT Information technology
Lt Lieutenant (Royal Navy)
LT Lieutenant (United States Navy)
Lt Cdr Lieutenant Commander (Royal Navy)
LtCol Lieutenant Colonel (United States Marine Corps)
LtCol. Lieutenant Colonel (United States Air Force)

NPS Naval Postgraduate School
NPRST Navy Personnel Research, Studies, and Technology
NRC Navy Recruiting Command
MAJ Major (United States Army, Australian Army)
MCRC Marine Corps Recruiting Command
MEPCOM Military Entrance Processing Command
MEPS Military Entrance Processing Station
MET Military Entrance Test (site)
MPRI Military Professional Resources Inc.
MSgt Master Sergeant (United States Air Force)
NGEN Next Generation Enterprise Network
NMCI Navy-Marine Corps Intranet
OLAT On-line Application Tool
OPNAV Office of the Chief of Naval Operations
OSD Office of the Secretary of Defense
RAB Recruiter Assessment Battery
RAN Royal Australian Navy
RCI Resource Consultants Inc.
RN Royal Navy
RN/RM Royal Navy and Royal Marines
SFC Sergeant First Class (United States Army)
Sgt Sergeant (United States Marine Corps)
SME Subject matter expert
SSgt Staff Sergeant (United States Air Force)
USAREC United States Army Recruiting Command
USMEPCOM United States Military Entrance Processing Command
U.S. United States
USA United States Army
USAF United States Air Force
USMC United States Marine Corps
USMIRS USMEPCOM Integrated Resource System
USN United States Navy
VIPS Virtual Interactive Processing System
VRC Virtual Recruiting Center
WO1 Warrant Officer Class 1 (Royal Navy)

Executive Summary

This research sought to address the following questions:

- What strategies should Navy recruiting be considering to best entice the Millennial generation to enlist in the Navy?
- What strategic plans and decisions should Commander, Navy Recruiting Command (CNRC) be making today to lay the groundwork for the post-Millennial recruit of tomorrow?

The original goal of this project was to summarize and synthesize the *quantitative* evidence – which as initially planned was to be the result of formal experiments – of how various recruiting alternatives and options performed. However, due to the dearth of empirical evidence and recruiting experiments, the research methodology was ultimately largely qualitative: Assessing, compiling, and evaluating the published literature on military recruiting and the Millennial generation, as well as all unpublished Service- and recruiting command-specific information and evidence we could obtain, and interviewing subject matter experts in the Services' recruiting commands and the Royal Navy and Australian Defence Force recruiting commands.

Thus, for the literature review, this report compiles and evaluates the published literature on (1) military recruiting and (2) the Millennial and post-Millennial generations. The military recruiting literature review has a two-fold focus:

- Identifying the full range of alternative recruiting strategies that have been proposed.
- Compiling the available qualitative and quantitative data about the performance of those strategies that have been implemented.

The Millennial generation literature review is focused on:

- Identifying generational trends relevant to military service and military recruiting.
- Understanding how civilian and commercial recruiting practices are changing to accommodate the Millennial generation.

Upon completion of the literature review, the research team then conducted site visits, interviewing military recruiting-related subject matter experts with all U.S. service recruiting commands, the U.S. Military Entrance Processing Command, and with the Royal Navy and the Australian Defence Force.

Recommendations

Due to the lack of empirical evidence, this report proposes *potential improvements* to Navy recruiting, all of which need to be carefully evaluated before full-scale implementation. This leads to one of the report's major recommendations: the military recruiting community must establish a program of research and experimentation in order to learn how to improve military recruiting.

Below is the complete set of recommendations. See Chapter 6 for a detailed discussion of each of the recommendations and the supporting findings upon which they are based.

MILLENNIAL AND POST-MILLENNIAL RECRUITING RECOMMENDATIONS

1. Outfit Navy recruiters with the latest smartphones and laptops.
2. Refresh Navy recruiter technology (smartphones and laptops or their future equivalents) at least every three years.
3. Use commercial networks to support Navy recruiter communication systems and operations.
4. Expand NRC's virtual recruiting enterprise, to include increasing capacity and providing the capability to initiate applications that can then be passed electronically to local recruiters.
5. Ensure all Navy recruiting websites, social media, and all other Internet-based communications are optimized for mobile devices like smartphones.
6. Structure Navy systems, policies & procedures, marketing, and recruiter training so that potential applicants have a consistent experience throughout the recruiting process.
7. Implement policies and procedures that allow, encourage, and train Navy recruiters to establish a local social media presence and to use that presence to effectively recruit in their local communities.

NRC-AS-A-LEARNING-ORGANIZATION STRATEGIC CHANGE RECOMMENDATIONS

8. Establish a program of relevant experiment-based research that will inform how NRC adapts to future recruiting environments and challenges and enables data driven decision-making.
9. Create an organization within NRC with the expertise, resources, authority, and freedom to conduct recruiting experiments.

OTHER RECRUITING STRATEGY RECOMMENDATIONS

10. Build a robust NRC process improvement program.
11. Re-establish the various DoD-wide recruiting working groups and conferences.
12. Implement a bi-annual recruiting conference with allied military recruiting organizations with all-volunteer forces.
13. Enact an exchange program with other U.S. service recruiting organizations and allied military organizations.
14. Explore experimentation with Royal Navy, Australian Defence Force, and other non-U.S. all volunteer military recruiting models.
15. Develop programs and tools to transition knowledge generated through experimentation and data analysis to practitioners in the field via NRC N7.

Ultimately, these recommendations can be summarized into two overarching themes:

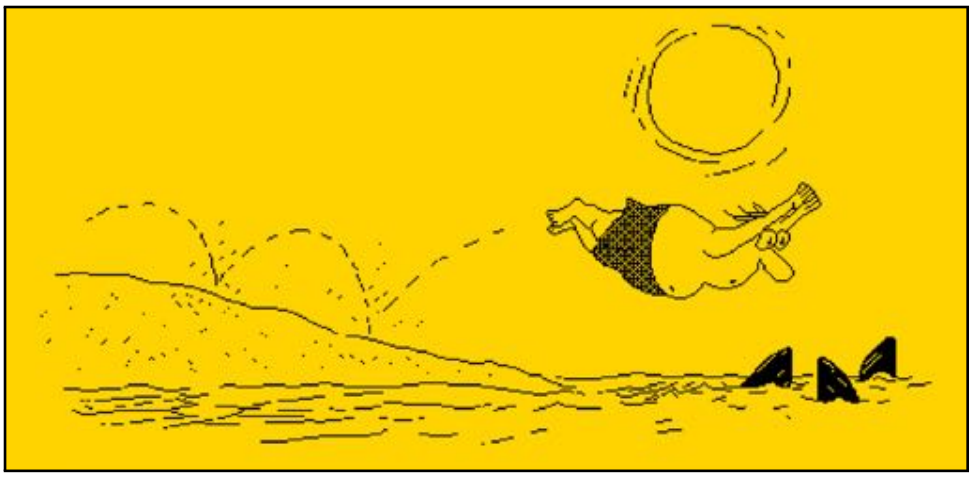
1. To be maximally effective, NRC and Navy recruiters must have and constructively use the latest technology to connect with the Millennial and post-Millennial generations. This involves:
    a. Building and maintaining a modern technology infrastructure; and,
    b. Managing the content, software, and social media aspects of the technology for a good customer experience.
2. To become a true learning organization, NRC must:
    a. Establish an experiment-based research program that will explore break-through innovations in military recruiting;
    b. Expand its process improvement program to facilitate incremental improvement of current systems and processes;
    c. Coordinate with other recruiting services to glean lessons learned and benchmark current NRC processes against the other services; and,
    d. Implement a set of programs and tools to enable the transition and adoption of successful experimental outcomes and best practices to the recruiting force.

Establishing an Experiment-based Research Program

The recommendation to establish an experiment-based research program is consistent with NRC's strategy to "Become a Learning Organization" (CNRC, 2012, enclosure (1), p. 9), but it extends well beyond the notion of developing and implementing knowledge management systems – it is about *generating knowledge*. This recommendation is also in accordance with a recent Secretary of Defense memorandum on innovation, where Secretary Hagel wrote: "We are entering an era where American dominance in key warfighting domains is eroding, and we must find new and creative ways to sustain, and in some areas expand, our advantages even as we deal with more limited resources." He went on to say, "we need to continue to further examine our business practices and find ways to be more efficient and effective" (Hagel, 2014).

To establish an NRC capability to conduct rigorous and effective experiments will require creation of an organization within NRC that has the necessary:

- *Expertise*, which includes both statistical expertise to rigorously design and analyze the experiments and recruiting expertise to help design, select and appropriately implement the experiments in the field;
- *Resources*, which includes both sufficient numbers of the personnel just described, but also access to actual recruiting resources so that the experiments can be conducted in the field under real-world conditions;



"If you always do what you've always done,
you'll always get what you've always got...if you're lucky" (Colley, 2013).

- *Authority*, which includes both the authority to conduct experiments within the regions and districts and the ability to cut across organizational lines; and,
- *Freedom*, which includes both the ability to draw from various parts of NRC to support experiments and, most importantly, the capability to conduct experiments outside of region, district, and station mission goals.

In particular, freeing experiments from the pressure of organizational recruiting goals is absolutely critical to their success because experiments conducted within the recruit goaling system will fail to identify differential and improved recruiting performance. While doing so will require short-term impositions on the Navy recruiting enterprise, in which some recruiting assets will not be working directly towards the current mission, an appropriately executed continuing program of experimentation will ultimately result in NRC conducting operations more efficiently and effectively. Over the the long term, this will free up resources.

Conclusions

The bottom line of this research is that there is little to no relevant information in the commercial sector or the academic literature upon which to determine how to best recruit the Millennial and post-Millennial generations into the military. And, while the current recruiting processes have served the Navy reasonably well for decades, there may well come a time when they do not, and by then it will be painful to figure out what went wrong and costly to correct. The cartoon and associated caption above, compliments of the Royal Navy, expresses this point very well. Thus, rather than rely on luck, the overarching purpose of this report is to help the NRC evolve into an

organization that can learn how to best recruit in the 21st century.

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Any errors or omissions in this report are the sole responsibility of the authors.

CHAPTER 1:
Introduction

Any man who may be asked in this century what he did to make his life worthwhile...can respond with a good deal of pride and satisfaction, 'I served in the United States Navy'.
John F. Kennedy (1917 – 1963)

As President Kennedy said – and experienced – serving in the Navy is an honorable calling and Navy veterans can be justifiably proud of their service. The United States Navy Recruiting Command (NRC) is in the business of helping young men and women find their place within the naval profession so that they too can say, 'I served in the United States Navy.'

Over the past decade, NRC has developed and fielded resources intended to conduct recruiting operations more effectively and efficiently. However, the basic recruiting model, which is largely structured around the physical interaction of Navy recruiters with potential recruits, has remained fundamentally unchanged for decades. This model is based on placing young, active duty recruiters in recruiting stations throughout the country, tasking the recruiters to produce a particular quota of new recruits to meet a monthly goal, and having them process their potential and new recruits via Military Entrance Processing Stations (MEPS).

The physical interaction between recruiters and recruits will almost surely continue to be important to successful Navy recruiting, since new recruits typically want to speak to someone in the Navy prior to enlisting. But there may be ways to modify or augment the current processes and infrastructure to make it cheaper and/or more effective for enlisting the Millennial and post-Millennial generations, particularly with respect to the continuing penetration of mobile electronic devices into the youth population.

Over the past decade, the Services have experimented with various alternative approaches to recruiting and recruitment, including joint recruiting stations, the elimination of recruiting stations (where recruiters are outfitted with a suite of mobile electronics and other tools), and even virtual recruiting on-line via the Internet. Some of these experiments have been successful and others have not, either because recruiter performance was lower than desired, costs were higher than desired, or for other reasons.

It has been said that the Millennial and post-Millennial generations differ in that they are tech-savvy, connected, multi-taskers who want instant gratification, collaboration, transparency, and career advancement (Abbot, 2013). Whether these characteristics actually describe an entire generation, and whether they are relevant to military recruiting, is an open question. However, there is no question that the current Navy recruiting processes have largely remained static while the on-going digital revolution has dramatically changed how youth now communicate and obtain information.

Table 1.1: Technology Penetration in the United States (CTIA – The Wireless Association, 2014; index mundi, 2014; U.S. Census Bureau, 2013, 2014).

	1984	1994	2000	2010
Percent of U.S. population with a cell phone:	<0.1	6.2	38.8	97.1
Percent of U.S. households with a computer:	8.2	22.9	51.0	76.7
Percent of U.S. households using the Internet:	negligible	2.3	41.5	71.7

For example, Table 1.1 shows that in the past 30 years in the United States cell phone penetration has gone from virtually zero to almost 100% of the American public, from adults to teenagers and young children. Similarly, household computer and Internet penetration has gone from negligible to roughly three out of four households having a computer and Internet access. And, just six years after the release of the first smartphone in 2007,[1] more than half of Americans own smartphones (Smith, 2013) and some predict that by 2020 virtually all cell phones will be smartphones (Dediu, 2013). The result of this massive technology and communication revolution is reflected in a September 2012 PewResearch survey that concludes that "fully 95% of all teens ages 12-17 are now online" (PewResearch, 2013).

This suggests a number of questions relevant to the future of Navy recruiting, including:

- What strategies should Navy recruiting be considering to best entice the Millennial generation to enlist in the Navy?
- What strategic plans and decisions should Commander, Navy Recruiting Command (CNRC) be making today to lay the groundwork for the post-Millennial recruit of tomorrow?

1.1 Research Objectives & Approach

The overall goal of this research is to identify potential future strategies for recruiting from the Millennial and post-Millennial generations. The specific research tasks were:

1. Assess the literature on trends in the Millennial and post-Millennial generations with a focus on how well current and previous recruiting efforts align with how these generations are likely to want to interact with Navy recruiting.
2. Identify and evaluate past alternative recruiting efforts with an emphasis on assessing the quantitative evidence (if any) of performance.
3. Pose possible future recruiting strategies for the Navy along with rigorous quantitative methods for evaluating the performance of the various strategies and their components.

The original goal of this project was to summarize and synthesize the *quantitative* evidence – which we initially expected would be the result of formal experiments – of how various recruiting alternatives and options performed. However, due to the dearth of experiments that we discuss in Chapter 5, the research methodology was ultimately largely qualitative: Assessing, compiling, and eval-

[1] The first generation iPhone was released on June 29, 2007.

Table 1.2: Site visits conducted in support of the research.

Site	Date(s) of Visit
U.S. Navy Recruiting Command (NRC)	2 Feb., 29-30 April 2014
Naval Recruiting District, San Francisco	17 April 2014
Navy Personnel Research, Studies, and Technology (NPRST)	1 May 2014
U.S. Army Recruiting Command (USAREC)	1 May 2014
U.S. Military Entrance Processing Command (USMEPCOM)	2 May 2014
U.S. Marine Corps Recruiting Command (MCRC)	5 June 2014
U.S. Air Force Recruiting Service (AFRS)	17 June 2014
Captain Naval Recruiting, Royal Navy	20-21 August 2014
Australian Defence Force Recruiting (DFR)	27-28 August 2014
Various recruiting stations (USA, USAF, USN, USMC)	18 Sept. to 17 Oct. 2014

uating the published literature on military recruiting and the Millennial generation, as well as all unpublished Service- and recruiting command-specific information and evidence we could obtain, and interviewing subject matter experts in the Services' recruiting commands and the Royal Navy and Australian Defence Force recruiting commands.

In particular, for the literature review, we compiled and evaluated the published literature on (1) military recruiting and (2) the Millennial and post-Millennial generations. The military recruiting literature review had a two-fold focus:

1. identifying the full range of alternative recruiting strategies that have been proposed, and
2. compiling the available qualitative and quantitative data about the performance of those strategies that have been implemented.

The Millennial generation literature review was focused on:

1. identifying generational trends relevant to military service and military recruiting, and
2. understanding how civilian and commercial recruiting practices are changing to accommodate the Millennial generation.

Upon completion of the literature review, we then conducted site visits to interview military recruiting-related subject matter experts (SMEs) with the goal of obtaining as much unpublished Service- and recruiting command-specific information and evidence as possible. As shown in Table 1.2, these site visits were conducted with all U.S. Service recruiting commands, the U.S. Military Entrance Processing Command (MEPCOM), and with the Royal Navy and the Australian Defence Force. As with the published literature review, we placed an emphasis on collecting empirical evidence about the performance of the various alternative recruiting methods, though ultimately we found very little documented empirical evidence.

The research focused on identifying potentially useful changes to physical (and virtual) recruiting processes 15 to 20 years into the future, with an emphasis on Navy active component enlisted recruiting because it comprises 74% of NRC's recruiting mission. The research specifically and purposely did not focus on:

- Evaluating advertising for military recruiting;
- Assessing or proposing incentives to attract recruits; or,
- Mapping the current recruiting process in any detail.

While clearly applicable to increasing the pool of qualified applicants, questions associated with how advertising and incentives should be applied to increase military recruitment are tangential to this research effort that is specifically focused on how the recruiting process itself should be modified to best recruit Millennials and post-Millennials. For those interested in advertising for military recruiting, see Stoker & Mehay (2011), Dertouzos & Garber (2003, 2009) and the associated literature. Similarly, those interested in military recruiting and retention incentives should consult that literature, including Asch *et al.* (2010), Dertouzos & Garber (2009), and Asch & Dertouzos (1994). Finally, CNRC has recently fully mapped the current Navy recruiting process (see NRC 2007, 2010).

1.2 Motivation for the Research

The motivation for this research is straightforward: the basic process of U.S. military recruiting has not changed for decades but both applicant behavior and civilian communications and other infrastructure have. This raises the question of whether the recruiting process could and should be modified to best attract applicants now and in the future. Figure 1.1, drawn from "Naval Recruit Marketing" by the Royal Navy (Colley, 2013), speaks directly to this point. The caption is "*If you always do what you've always done, you'll always get what you've always got...if you're lucky*."

Annually, Commander, Navy Recruiting Command assesses "risks to mission." In the draft *FY14 Mission Risk Assessment* (CNRC, 2012), the following current and future risks were listed:

1. Changing market;
2. Higher standards;
3. Shifting demographics;
4. Fit vs. fill;
5. Competition for diverse talent;
6. Declining DoD budgets;
7. Continuing issues of the economy, workforce and the job market;
8. Recruiter manning levels;
9. Goal reductions.

Currently, this list does not include the potential degradation of the current recruiting methods with respect to changes in society, technology, or other factors that might lead towards suboptimal performance or, at the most extreme, obsolescence of the existing recruiting processes and methods. That is, the current Navy Recruiting plans and strategy assumes the continued successful operation

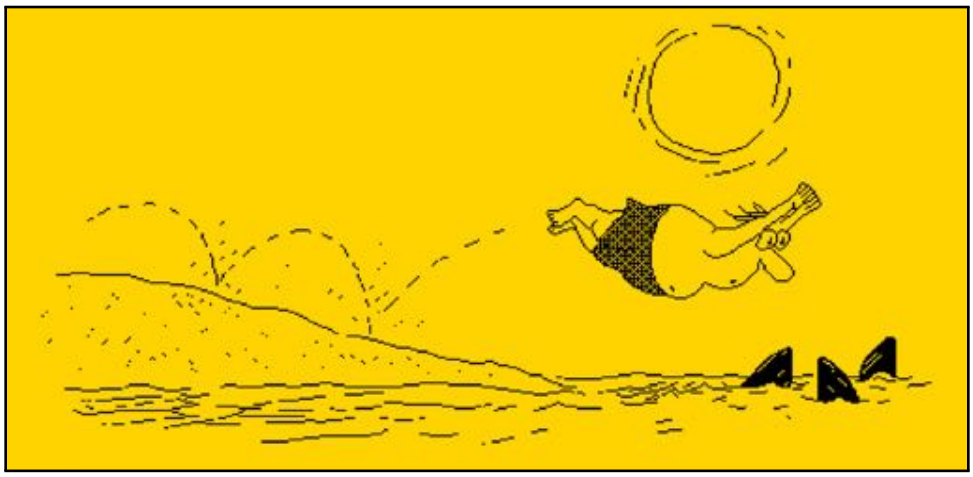

Figure 1.1: *"If you always do what you've always done, you'll always get what you've always got...if you're lucky"* (Colley, 2013).

of the recruiting enterprise using existing methods, yet as Figure 1.1 suggests, what worked in the past may or may not continue to work effectively in the future.

Indeed, particularly now, as information technology innovations are disrupting many business models (e.g., Amazon vs. traditional publishing; AirBnb vs. traditional hotels; Uber vs. traditional commercial transportation; etc.), there is some question as to whether the current U.S. military recruiting business model must also adapt with the times. Of course, the military does not have to worry that a competitor will arise and directly disrupt its recruiting business model, but that does not mean Navy recruiting can be complacent. The Navy competes with the other U.S. military services and the commercial sector for talent and outmoded recruiting practices may hinder future performance, particularly if potential recruits are lost because these competitors are better positioned to attract the Millennial and post-Millennial generations. Furthermore, in an era of shrinking budgets and personnel, it is critical that the Navy identify the most efficient and effective recruiting practices. With this in mind, this research was sponsored by Navy Recruiting Command and funded by OPNAV N1 precisely to look at whether and how Navy recruiting practices might need to change to most efficiently and effectively recruit members of the Millennial and post-Millennial generations.

1.3 Summary

Drawing on information from the other U.S. military recruiting commands, two allied militaries, best practices in the corporate arena, and the academic literature, the goal of this research is to identify potential future strategies for recruiting from the Millennial and post-Millennial generations. In conducting our research, we sought to identify and evaluate past alternative recruiting efforts with an emphasis on assessing the quantitative evidence (if any) of performance with the goal of identifying *proven* recruiting strategies and methods that Commander, Navy Recruiting Command can implement to improve and best align Navy Recruiting practices for the future.

While this research is focused on generational differences, we conducted it with a healthy skepticism of generational descriptions, particularly those in the popular media that, for example, describe how the Millennial generation is failing to perform in the workplace. Our skepticism is based on the fact that many discussions of generational differences read like horoscopes, with little scientific merit, and because every new generation is criticized by the generations that came before. This can be traced back to at least 8 BC:

> *What do the ravages of time not injure? Our parents' age (worse than our grandparents') has produced us, more worthless still, who will soon give rise to a yet more vicious generation.*
>
> Quintus Horatius Flaccus (65 - 8 BC)
> Roman poet[2]

More recently:

> *Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it.*
>
> George Orwell (1945)
> American author

> *I get a little cranky with the whole business about kids not having attention spans. This reminds me of the usual business of thinking that the next generation is hopeless. Every generation has said that about every younger generation.*
>
> Robin McKinley (2010)
> American author[3]

Hence, this research is based on the premise that generations are more similar than different, that the differences between individuals within generations is larger than the average differences between generations, and that observable behavioral and experiential differences are as important or more important than the more amorphous attitudinal differences.

The report is organized as follows. In Chapter 2, we describe the military recruiting approach used by the U.S. military services, with an emphasis on U.S. Navy's recruiting. In this chapter, we also describe how the Royal Navy and the Australian Defense Force conduct military recruiting. In Chapter 3, we discuss the various generational cohorts as described in the social science and popular literature, with an emphasis on the Millennial and post-Millennial generations, including their predicted propensity to serve, recommended methods for effectively communicating with them, and theories regarding recruitment methods. In Chapter 4, we summarize the various recruiting organization, system, and process improvements that have been proposed in the published literature and in Chapter 5 we describe past experimental efforts designed to learn about how to effectively recruit for the military. Finally, in Chapter 6 we bring all of the research together and propose potential Millennial and post-Millennial recruiting strategies and improvements.

[2] As quoted in *The Encarta Book of Quotations (Swainson, 2000, p. 446).*
[3] As quoted by Levy (2010).

CHAPTER 2:
Military Recruiting

Recruiting is hard. It's just finding the needles in the haystack.

Steve Jobs (1955-2011)

In support of this research, we examined the current recruiting processes of multiple military organizations against which to compare U.S. Navy recruiting: the U.S. Army, U.S. Air Force, and U.S. Marine Corps, as well as the Royal Navy and the Australian Defence Force. In this chapter, we briefly describe each, starting with the U.S. Navy.

2.1 U.S. Navy Recruiting

The United States Navy Recruiting Command was established April 6, 1971 (NRC, 2014a). It has one command headquarters located in Millington, Tennessee. The command is divided into two regions, each of which has 13 recruiting districts; see Figure 2.1 (NRC, 2014d). NRC recruits in all 50 states and outside of the United States in locations where a sizable recruitable market exists, including Europe, Japan, Guam, and Puerto Rico.

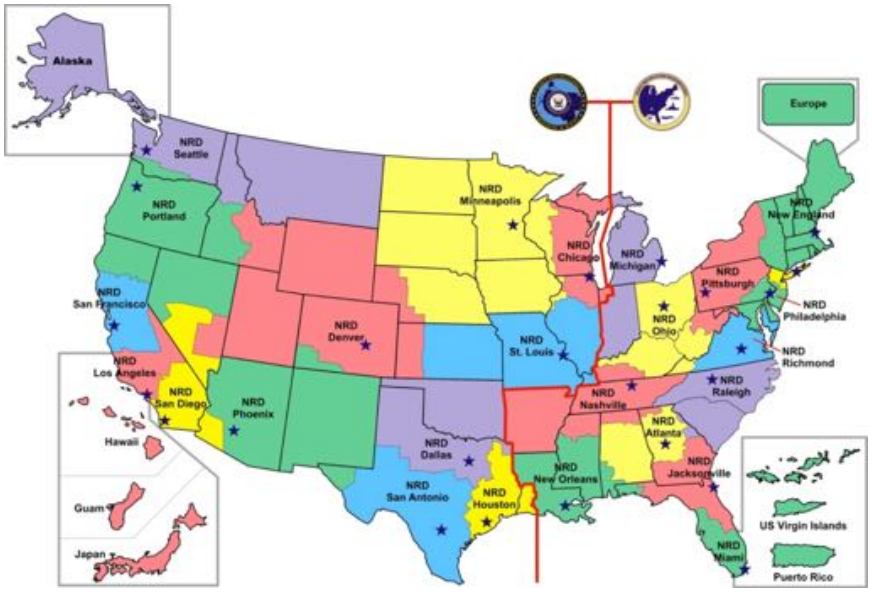

Figure 2.1: Map of Navy Recruiting Command regions and districts (NRC, 2014c).

Missions	FY12	FY13	FY14	FY15
Active Enlisted	36329	38200	36000	36500
Prior Service	5055	2503	1105	2588
New Accession Traning (NAT)	2706	2721	2853	2996
Full Time Support (FTS)	508	580	550	550
Total	44598	46554	40508	42634

Figure 2.2: Active component enlisted mission for 2012-2014 and 2015 projection (CNRC, 2014).

Resources ($M)	FY12	FY13	FY14	FY15
IT	21.9	23.4	25.2	27.5
Recruiting Support	114.2	112.7	120.1	133.4
EB	66.3	49.0	41.0	41.0
M&A	94.5	9.2	56.6	52.2

Figure 2.3: CNRC recruiting resources in $M (CNRC, 2014).

In fiscal year 2014, Navy Recruiting had a "mission" to recruit slightly more than 40,000 active component (AC) enlisted personnel, just over 2,500 active component officers, and a combined reserve component mission of approximately 6,300 personnel with an operational budget of just over $56 million. CNRC estimated the fiscal year 2010 cost of a high quality male recruit to be approximately $12,000 (NRC, 2014b). Figures 2.2 and 2.3 put the AC enlisted mission and CNRC budget in historical context of fiscal years 2012 and 2013 and show projections for fiscal year 2015 (CNRC, 2014).

The Navy Recruiting Command consists of roughly 6,000 personnel (recruiters and support staff, both military and civilian) of which approximately 4,000 are active recruiters. The recruiters are located in approximately 1,450 local recruiting offices, largely in strip malls, throughout the United States (NRC, 2014d). For example, Figure 2.4 shows the Navy recruiting station in Salinas, California.[4]

As shown in Figure 2.1, each of the regions is responsible for specific territory in the United States, Europe, Japan, Guam, the U.S. Virgin Islands, and Puerto Rico. Each of the regions then assign territory to their districts who subsequently assign territory to each district station and the stations assign territory to each recruiter. In a similar fashion, CNRC assigns monthly recruiting missions (production goals) to each region and this propagates down through the chain of command to each recruiter. The result is that each recruiter has an assigned territory and monthly mission to achieve within that territory.

As described in the *Navy Recruiting Manual – Enlisted*, there are eight steps in the current Navy

[4]Note that the Navy recruiting station is located adjacent to an Air Force recruiting station under the "Armed Forces Career Center" signage. The Army's and Marine Corps' recruiting stations are co-located in a nearby but separate recruiting office.

Figure 2.4: Navy recruiting station in Salinas, California (co-located with an Air Force recruiting station). Source: original photo by the authors.

recruiting process. The following is an excerpt from the recruiting manual (NRC, 2011, chapter1, section 6, p. 1) briefly describing each of the steps.

a. Market I.D. Maintaining a continuous flow of new names on a continuous basis is essential to a recruiters' success.
b. Prospecting. This is the means by which a prospect is contacted. The purpose of contacting an individual is to arrange and conduct an interview with the prospect.
c. Screening. The process of evaluating a prospect's eligibility as defined in Volume II of this instruction and aids in eliminating those prospects who do not meet the requirements.
d. Selling. Persuading a prospect to enlist in the United States Navy using skills, techniques, and motivation. Selling occurs during a face-to-face interview with a potentially qualified applicant and their significant others or parents.
e. Processing. Applicants applying for enlistment in the USN or USNR must complete mental testing, a physical examination, or re-screening at the processing station by MEPS representatives, and classification. Parental consent is required prior to processing a 17-year-old prospect.
f. Enlistment. The applicant is enlisted into either the Delayed Entry Program or the Selected Reserve.
g. Delayed Entry Program. Applicants who enlist for active duty join the Delayed Entry Program until their date to report to Recruit Training Command (RTC). The DEP program is designed to produce referrals and prepare Future Sailors for RTC.
h. Shipping. Involves sending individuals to RTC, or, in some cases, directly to their initial duty station.

This is an active recruiting paradigm: the Navy recruiting system (as well as all of the other U.S. military Services) is predicated on recruiters actively soliciting and selling the military to a core market of 17–24 year old potential recruits. Each Service conducts extensive marketing efforts via mass media, but the presumption is that recruiters will actively solicit potential recruits to join the military. Advertising is used as a means to raise awareness of the military, to increase the propensity of individuals to join, and to sway key influencers, but it is largely not used as a mechanism to motivate individuals to seek out and join the military in the absence of active recruiting.

The Navy recruiting model is also one in which each recruiter is largely responsible for conducting all the necessary tasks – from developing prospects to closing the sale – within his or her own territory. Day-to-day activities of Navy recruiters include making telephone cold calls to potential recruits; staffing the recruiting station to meet walk-in prospects; canvassing his or her territory, particularly the high schools within the territory; meeting with potential recruits to screen them for suitability and selling them on the Navy; completing and managing the necessary paperwork to process an applicant, including conducting the applicant to and from the Military Entrance Process Station; and managing individuals who have signed contracts and are in the recruiter's the Delayed Entry Program (DEP) queue awaiting shipment to bootcamp. In many ways, the U.S. military recruiting methods harken back to the door-to-door sales approach of the 1930s and 1940s, epitomized by the Fuller Brush salesman, where each recruiter is largely an individual entrepreneur.

Of course, recruiters do not operate entirely independently. As previously described, there is a clear chain of command from the Commander, Naval Recruiting Command down to each and every individual recruiter, and this chain of command provides supervision and oversight of the recruiter's activities. NRC also provides all the necessary infrastructure, including recruiting stations, associated information technology, government vehicles, etc. Furthermore, NRC manages the Navy.com website, a virtual recruiting enterprise, and other infrastructure that generates leads for the recruiters.

In terms of virtual recruiting, in 2005 NRC contracted for a company to conduct "blueprinting"[5] of potential applicants. About four years ago, this effort then transitioned into a cyber recruiting effort, run by NRC N9, which conducts live chats with interested visitors to the Navy.com website (Phillips, 2014). The current NRC cyber recruiting operation consists of a small cadre of experienced recruiters and former recruiters who staff the chat function at Navy.com, answering website visitor questions and blueprinting interested potential applicants for follow-up by the applicant's local recruiter.

The Navy has met its enlisted recruiting goals for the past seven years (DoD, 2014; Langford, 2014), though success in military recruiting is a strong function of the health of the U.S. economy. For example, in the late 1990s each of the Army, Navy, and Air Force missed their goals for various years (GAO, 2000). However, this is evidence that the current system works and is successful at meeting its objectives. Results from the April–September 2013 New Recruit Survey (Brewer *et al.*, 2014) suggests that the current recruiting system works, at least in terms of how new recruits view

[5] "Blueprinting" is the process of collecting information from an interested prospect so that when a recruiter contacts the prospect the recruiter will be best able to sell the Navy. "Blueprinting is fact-finding, before and during the interview. One of the main reasons for blueprinting is to reduce or eliminate call reluctance" (NRC, 2011, chapter 4, section 1, p. 1).

Figure 2.5: Recruiting Force 2020: Navy Recruiting Strategic Plan (CNRC, 2012).

their interactions with the Navy recruiting system:

- 90% of new recruits were satisfied or very satisfied with their recruiter.
  - Another five percent were neutral, so that only five percent were dissatisfied.
- 82% of new recruits were satisfied or very satisfied with the recruiting process.
  - Another 12% were neutral, so that only six percent were dissatisfied.
- 50% of Navy recruits agree or strongly agree that "The Recruiter provided my parent(s) with information on the benefits of joining the Navy."

Figure 2.5 is an excerpt from the Navy Recruiting Command's Strategic Plan *Recruiting Force 2020* dated September 27, 2012 (CNRC, 2012, enclosure (1), p. 10), which summarizes NRC's vision, goals, and lines of operation:

- **Vision**: "To be the premier recruiting force, trained and educated, using innovation and technology, to build America's Navy for tomorrow."
- **Goals for 2020**:
  - "Increase Organizational Productivity and Capacity to Meet All Missions"

  - "Develop a Very High Quality workforce grounded in commitment and workplace satisfaction"
  - "Measure and Manage Future Risk"
- **Lines of Operation**:
  - People & Organizational Structure
  - Systems & Processes
  - Marketing & Awareness
  - Learning & Growth

Navy Recruiting Command's 2013 Business Plan notes that NRC must "continually adapt our business to the dynamic recruiting market. The recruiting market is shaped by social and economic pressures and is stressed by fiscal resource reductions and fleet demand" (CNRC, 2014, enclosure (1), p. 3). It goes on to list and assign a number of initiatives tied to the Lines of Operation listed above. These initiatives are intended to transition from Navy recruiting processes that are "slow [and] labor intensive," "stove-piped," and "hierarchical" with "lengthy cycle time[s]" that are "facility dependent" and "not adaptive to quick market change" into "mobile recruiting" processes that are "fast / mobile / multipurpose," "responsive," and "IT connected" and that operate at the "speed of the market" (CNRC, 2014, enclosure (1), p. 12).

2.2 U.S. Military Entrance Processing Command

Navy recruiting, as well as recruiting at each of the other U.S. military services, is inextricably intertwined with the United States Military Entrance Processing Command (MEPCOM) which has responsibility for administering the Armed Services Vocational Aptitude Battery (ASVAB), all recruit medical testing, and for shipping all new recruits off to their initial training within their respective service. Per its strategic plan, MEPCOM's mission is to evaluate "applicants by applying established DoD standards during processing in order to determine eligibility for military service" (MEPCOM, 2013, p. 2).

MEPCOM was established in July of 1976 and became a separate command in 1979 with the U.S. Army as the Executive Agent (NRC, 2014a). As shown in Figure 2.6, MEPCOM has one command headquarters located in Great Lakes, Illinois, and the organization is divided into two sectors each consisting of six battalions, where each battalion has five or six Military Entrance Processing Stations (MEPS) (MEPCOM, 2014a,b; quizlet, 2014). In total, MEPCOM has 65 MEPS and 365 Military Entrance Test (MET) sites located across the country. In 2012, across all the services, in over a million MEPS visits by 540,000 applicants , MEPCOM conducted almost 450,000 enlistment tests and gave almost 300,000 medical exams in order to ship 211,000 enlistees (MEPCOM, 2013, p. 9).

The military services process applicants with MEPCOM via the "USMEPCOM Integrated Resource System" or USMIRS. In its 2013 strategic plan, MEPCOM described a future concept of operations in which MEPCOM would transition from USMIRS to the Virtual Interactive Processing System (VIPS) (MEPCOM, 2013, p. 28). Under this plan, by 2025 applicants and recruiters would be be able to conduct virtual processing where the applicant could initiate their application "anytime, anywhere" via the Internet, MEPCOM could virtually interface with the applicant, and all records

Figure 2.6: U.S. Military Entrance Processing Command sectors and battalions.

would be electronic. However, the VIPS program was cancelled (ITdashboard, 2014; LaCasse, 2014) and thus for the foreseeable future MEPCOM and the services' recruiters will continue to use USMIRS.

A key characteristic of the current U.S. military recruiting model in which all recruits must be processed through MEPCOM is that recruiters typically take potential recruits to and from the MEPS. This may require a significant investment of recruiter time as MEPS may be located a significant distance from a recruiter's territory. For example, in northern California there are two MEPS, one in San Jose and the other in Sacramento. Thus, recruiters from the Navy recruiting station in Salinas (see Figure 2.4) have a three to four hour round trip travel time each time they take a prospective recruit to process at the MEPS.

2.3 Other U.S. Services' Recruiting

All U.S. military services use essentially the same recruiting model described in Section 2.1 for the Navy. The main difference is one of magnitude, where as Table 2.1 shows, the Army has the largest recruiting mission and associated recruiting staff, followed by the Navy, Marine Corps, and the Air Force. As Table 2.1 shows, in total, roughly 18 thousand recruiters in 5,500 recruiting stations throughout the United States recruited more than 167 thousand people to serve in the military on active duty. When the National Guard and Reserves are also accounted for, the entire enterprise is even larger.

In terms of differences in the recruiting models, the Army recently transitioned to assigning goals at the recruiting station ("center") level, rather than at the individual recruiter level. The idea is that

Table 2.1: Comparison of Services' Recruiting Operations. (Data sources: AFRS, 2014b; DoD, 2013; NRC, 2014d; USAREC, 2014a; USMC, 2014; Whittle, 2014a)

	U.S. Army Recruiting Command	Air Force Recruiting Service	Navy Recruiting Command	Marine Corps Recruiting Command
2013 AC Mission	69,000	26,275	40,112	32,200
2013 AC Assessions	69,154	26,275	40,112	32,215
Number of production recruiters	9,500	1,149	4,000	3,760
Number of recruiting stations	1,400	1,108	1,450	1,583

recruiters within stations can specialize on certain tasks or functions in support of the center (Nelson, 2014). This allows center leaders to task organize their unit to complete the mission, sharing the burden of meeting the goal across a team rather than a single individual. Whether this method for assigning goals is an improvement over the traditional method of assigning goals to individual recruiters remains to be seen, but it is a departure from the Navy model described in Section 2.1.

Another difference between Army and Navy recruiting is that USAREC has developed a large and sophisticated Virtual Recruiting Center (USAREC, 2014b). As described in detail in Appendix A, Section A.1, the mission of the Virtual Recruiting Center (VRC) is to:

> *...enhance the recruiting efforts of the United States Army Recruiting Command and adjacent commands as required through the employment of virtual information technologies. The VRC also manages web based collaborative platforms and leverages multiple social media activities to support USARECs prospecting, processing, Future Soldier and Family requirements* (USAREC, 2014b, slide 2).

As shown in Figure 2.7, the Virtual Recruiting Center is a large operation with seats for approximately 80 people to simultaneously conduct virtual recruiting:

> *The VRC's social media efforts also include monitoring several Army Facebook pages – including the U.S. Army, Go Army, USAREC Headquarters and U.S. Army Reserve pages – and responding to any enlistment or recruiting-related posts/questions. There is one representative assigned to each Facebook page per shift (day/night) and a team of approximately 60 employees who are responsible for the other operations within the VRC* (USAREC, 2011).

Not only does the VRC promote an extensive virtual presence for the Army, but it is supported by an applicant tracking system that allows the virtual recruiters to both generate leads *and* start an electronic applicant record that can then subsequently be passed to a local recruiter to complete

Figure 2.7: Picture of the USAREC's Virtual Recruiting Center. (Source: USAREC, 2014b, slide 2, see Appendix A.)

and execute a contract. During our visit to USAREC, we were told that five percent of all Army contracts can be traced back to the VRC.

The Air Force differs from the other services in a couple of dimensions. First, the Air Force has had the most extensive program for screening prospective recruiters. In particular, until last year a Recruiter Screening Team extensively screened all applicants for recruiting duty (GAO, 1998). The screening process included a:

> *...review of candidate's application, EPR [enlisted performance report] history, credit check, AMJAM [the Air Force's Automated Military Justice Analysis and Management system] check, medical records review of member/family, Unit Commander's Recommendation, and an extensive interview/assessment process. Potential applicants will be administered the Emotional Quotient Inventory and the Emotional Quotient Interview, which will be scored against the profile of successful recruiters to determine potential skill match for recruiting duty* (About.com, 2014).

As described in the briefing "Air Force Recruiting Service" (see Section A.2, page 83, of Appendix A), Air Force recruiters are twice as productive as recruiters in any of the other services, where the average Air Force recruiter generates slightly more than two contracts per month, while recruiters in other services produce just under one contract per month on average. This performance differential has existed since at least 1998, when the GAO (1998, p. 18) wrote,

Officials from all the services acknowledged that part of this difference is due to the fact that the Air Force is 'the service of choice,' receiving the most walk-in applicants and having the lowest turnover rate of the services. However, the Commanding General of the Air Force Recruiting Service attributes a large part of this success to the Air Force's intensive recruiter screening process.

However, last year the Air Force replaced its "Recruit the Recruiter" team with a new "Developmental Special Duty" process (Trayers & Haygood, 2014). It is too soon to determine whether this change will have an impact on recruiter performance.

The Air Force has just completed an extensive redesign of its legacy applicant tracking system, the Air Force Recruiting Information Support System (AFRISS), rolling out AFRISS Total Force (AFRISS TF) in June of this year. The new applicant tracking system is the product of an extensive process improvement effort as described in AFRS Value Stream Mapping briefing (see Section A.3, page 94).

AFRISS TF allows recruiters to upload applicant documents and electronically forward them to the MEPS. This functionality eliminates the need to fax copies of documents, something Navy recruiters still have to do. In addition, AFRISS TF has an off-line capability so recruiters can load data when not connected to the Internet and then upload when they have Internet connectivity (AFRS, 2014a).

Finally, the Air Force is currently migrating to "Flight-centric" recruiting offices. As shown in Appendix A, this involves reconfiguring Air Force recruiting offices into a hub-and-spoke system in order to reduce and consolidate single recruiter offices. AFRS projects that they will reduce their 1,100 recruiting offices down to about 420 which will consist of about 160 "hub" offices and 200–250 "spoke offices. This reduction in recruiting offices is combined with an increase of about 75 recruiters. See AFRS (2014b, slides 14-16) in Section A.2.

The Marine Corps is similar to the other services, though it very much emphasizes traditional face-to-face recruiting. However, recruiting receives special emphasis within the Marine Corps where, for example, the Commanding General of the Marine Corps Recruiting Command (MCRC) reports directly to the Commandant – see USMC (2014) in Section A.4 of Appendix A. MCRC is an "excepted command" within the Marine Corps, which means that it is manned at 100 percent of its authorized end-strength (Whittle, 2014b).

The Marine Corps screens recruiter applicants and rewards those who perform well. Marine Corps recruiting is one of four "B-billet" assignments (the others are Marine Security Guard, Drill Instructor, and Marine Corps Security Forces). Per Marine Corps Order P1326.6D (USMC, 1999), a Marine "who has successfully served a tour as a drill instructor, recruiter, Marine Security Guard detachment commander or in a Marine Corps Security Force leadership billet is regarded as highly qualified for promotion." Furthermore, "Opportunities for meritorious promotion are authorized for recruiters, drill instructors, and Marine Security Guards. Meritorious promotions will represent ... 58 percent and 60 percent [to staff sergeant and gunnery sergeant] for Marines serving on recruiter duty..." (pp. 1-3 and 1-4). The result of this approach is that becoming a Marine Corps recruiter and

performing well as one is career enhancing and thus desirable.

In visits to Army, Air Force, and Marine Corps recruiting stations, we observed that all three services issue smartphones to their recruiters that they use to communicate with potential applicants (using voice, e-mail, and texting) and they have laptops with wifi hotspot capability and printers enabled as portable offices. All three services' recruiters use social media to help prospect with what seemed to be reasonably minimal restrictions.

2.4 Military Recruiting in the United Kingdom and Australia

As part of our research, we looked at how the Royal Navy and the Australian Defence Force conduct recruiting. Similar to Stoker & Mehay (2011, p. 20), we found "Different recruiting models – both in terms of organization and processes – are being used by AVF [All-Volunteer Force] nations." In this section, we describe these models to illustrate successful alternatives to the current U.S. military recruiting model where, due to the similarities between the United States and these countries in terms of language, history, culture, and a host of other societal factors, it is reasonable to assume that these models are relevant and applicable to U.S. military recruiting.

2.4.1 Royal Navy Recruiting

Royal Navy recruiting is headquartered at Her Majesty's Naval Base (HMNB) Portsmouth under Captain Naval Recruiting (CNR). CNR is responsible for "full-time" and reserve recruiting for the Royal Navy and Royal Marines (RN/RM). CNR is responsible for both officer and ratings recruiting in the Royal Navy and officer and "commando" recruiting in the Royal Marines.[6]

As described in Cameron (2014b, slide 3), CNR's stated purpose is "To recruit high quality people in sufficient numbers to maintain the operational capability of the Naval Service" with the following objectives:

1. **"To attract quality people** (rather than simply delivering the 'numbers')" [emphasis in the original].
2. "To generate high levels of emotional commitment from eligible candidates throughout the recruitment process."
3. "To excel as a modern recruiting organisation, in the fast-changing, complex and inter-connected 21st century world."

In fiscal year 2014, CNR had a total recruiting target of roughly 4,500 new recruits in support of a combined Royal Navy and Royal Marines force of approximately 33,000. For 2012/13, CNR had recruiting expenditures of just over £33 million which included personnel costs, property costs, marketing costs, and "other" costs (Cameron, 2014b). See the briefing overview of Royal Navy recruiting in Section B.1, page 109, of Appendix B for additional detail.

For Royal Navy recruiting purposes, the United Kingdom is divided into four regions (Scotland and Northern Ireland, northern England, southwestern England, and southeastern England and London).

[6] "Ratings" in the Royal Navy and "Commandos" in the Royal Marines are only very roughly equivalent to enlisted ranks in the U.S. military. However, officers, ratings, and commandos comprise the totality of the forces.

Figure 2.8: Location of RN/RM recruiting offices in the southeastern England and London region (Vowles, 2014).

Royal Navy recruiting is centered around Armed Forces Career Offices (AFCOs), of which there are seven in the southeastern England and London region (see Figure 2.8 or slide 4 of Vowles (2014) in Section B.3). The AFCOs are staffed by full-time reservists who are retained on active duty to conduct recruiting. CNR requires about 12,000 applicants in order to achieve the desired 4,500 new recruits (Cameron, 2014a).

Royal Navy recruiting has recently been through a tough few years that includes:

- the downsizing of the force, referred to in the UK as making people "redundant;"
- significant organizational changes in which the operational arm of RN/RM recruiting was moved to another organization;
- budget cut backs, including the government implementing the Efficiency and Reform Group (ERG), a process that reviews and approves all funding requests;
- and decreasing propensity among youth to serve in the military (Cameron, 2014a).

As a result of a reorganization in the last year,[7] Captain Naval Recruiting is now responsible for Royal Navy recruiting plans and policy, under a chain of command that reports to the Second Sea Lord & Chief of Naval Personnel, while the actual execution of recruiting falls under the Royal Navy's training command which reports to the Fleet Commander & Deputy Chief of Naval Staff. As a result, CNR now says their organizational goal is to "transition from business management to

[7] See Royal Navy memorandum (Jones, 2014) in Section B.2, page 126 of Appendix B.

program and strategy management" (Cameron, 2014a).

The Royal Navy recruiting model differs from the U.S. Navy recruiting model in a number of significant ways:

- As just described, under the new reorganization, CNR has responsibility for Royal Navy recruiting policy but it is not responsible for execution. At first blush this seems to be an unusual arrangement and one that a recruiting commander would not prefer. However, while not initially in favor of the change, CNR relayed that it has had the benefit of freeing CNR up from the day-to-day tactics, pressures and issues of running a large organization, allowing it to concentrate on long-term strategy.
- Unlike U.S. military recruiting that is based on an active recruiting model, Royal Navy recruiting is based on a passive recruiting model, meaning that recruiters staffing the AFCOs do not actively solicit for potential recruits. Instead, the RN/RM recruiting model encourages potential applicants to "call, click, or come in" via outreach and marketing and the AFCO recruiters then provide the potential applicants with information and assist them as they work their way through the RN/RM application and testing processes.
- The RN/RM recruiting system is focused on recruiting career sailors, to the extent that their medical evaluation strives to ensure that the applicant does not have medical conditions that will cause problems when they're 55 years old. Furthermore, RN/RM recruiters expect applicants to choose the occupation they want to apply for, where the notion is that leaving the choice entirely up to the applicant results in officers and ratings who are more likely to be satisfied with their career and thus stay longer. Indeed, in recent years the Royal Navy has had a first term (at the 4-1/2 year point) attrition rate of 25% and CRN says that is too big (Cameron, 2014a).
- Because CNR no longer has active control over the RN/RM recruiters, and because the recruiting model is a passive one requiring applicants to contact the RN/RM recruiting system, CNR must focus on structuring a recruiting system that attracts potential recruits in the right numbers and flows them through the screening system appropriately so that recruiting targets are met. CNR is in the process of taking a systematic systems engineering approach to mapping the recruiting process, defining performance metrics, and then deriving strategy and policy to manage the process in order to achieve their recruiting targets. See Section B.1 of Appendix B for additional detail.

In structuring its recruiting processes, CNR is emphasizing customer relationship management (CRM), where the idea is that RN/RM recruiting processes should be externally focused on the potential recruit. For example, CRM means that the applicant tracking system and other computerized information systems should not just be designed around the RN recruiting organization's internal process, but it should also (and more importantly) focus on what the applicant needs, desires, and expects out of the recruiting process. Per CNR, the recruiting system should support any way that the applicant wants to interact ("call-click-come in") with the organization, the system should be designed to keep nudging applicants through the recruitment process, and it should provide emotional engagement to keep people in the process. CNR is working to expand CRM throughout the entire recruiting and retention process (Cameron, 2014a).

CNR is also emphasizing developing, promoting, and distributing marketing materials on social media in order to advertise where the potential recruits have a presence (e.g., Vine, Vlogging). As the CNR marketing manager said, "We need to message into their reality" (Colley, 2014). To do this, in the process of developing traditional marketing materials for traditional media outlets, CNR simultaneously ensures that the resulting materials are also compatible with new media.[8]

CNR's three "marketing imperatives" are:

1. Meet recruiting targets by ensuring that marketing results in sufficient eligible contacts.
2. Execute a customer focused business that maximizes the customer value proposition; in the offer, be sure to address "What's in it for me?"
3. Demonstrate value, meaning return on investment, particularly for the ERG (Colley, 2013, slide 5).

CNR's marketing manager has responsibility for "tone of voice" across the entire enterprise, which is important since candidates can interact with recruiting enterprise via the Internet, telephone, and face-to-face modes. CNR feels that it is important for applicants to have a consistent experience and get the same message from both the marketing side and the operations side of the organization. See Royal Navy Marketing briefing in Section B.4, page 137, of Appendix B for additional detail.

2.4.2 Australian Defence Force Recruiting

The Australian Defence Force Recruiting (DFR) organization is headquartered in Canberra ACT. DFR is a joint organization responsible for all military recruiting in support of the Royal Australian Navy, the Royal Australian Air Force, and the Australian Army. The services set service-specific standards and requirements, as well as recruiting targets, and DFR executes the recruiting mission, including screening applicants according to the services' requirements: "DFR recruits the right people in the right numbers at the right time for the ADF in order to build and sustain Defence capability" (O'Brien, 2014, slide 8). In fiscal year 2013, DFR had a total recruiting target of approximately 8,300 new recruits in support of the three Australian services that in total have approximately 53,000 personnel, a total which is projected to grow to 57,000 by 2015/16 (Larkin, 2014; O'Brien, 2014).

As shown in Figure 2.9, Australia is divided into four recruiting regions (Queensland in yellow, New South Wales in light green, Victoria & Tasmania in blue, and South Australia & Western Australia & the Northern Territory in dark green) and recruiting is conducted in 16 recruiting centers spread throughout the country. The recruiting centers are staffed by 340 military personnel (232 full-time and 108 part-time), 21 civil servants, and 400 contractor staff (Larkin, 2014). See the Australian Defence Force Recruiting overview in Section C.2, page 152, of Appendix C for additional detail.

The Australian Defence Force recruiting model differs from the U.S. Navy recruiting model in a number of significant ways:

- DFR is a joint service organization in which key DFR leadership positions rotate among the

[8] For example, when creating and shooting a 30-second television advertisement, CNR also ensures that there are short 6-second vignettes compatible with Vine.

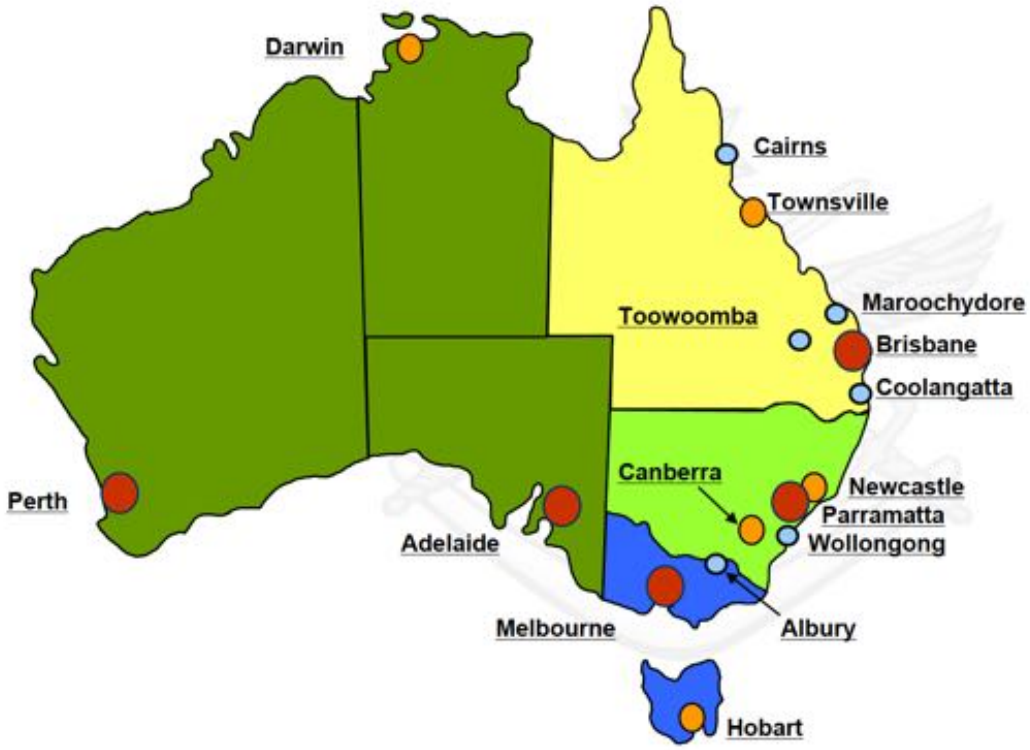

Figure 2.9: Australian DFR regional recruiting structure (Larkin, 2014).

three services and the military personnel staffing the headquarters and recruiting centers are drawn from all three services. Within the ADF, the individual services establish recruitment standards, run the officer selection boards, and grant waivers, so the individual services still control the recruiting standards for their services.

- As shown in Figure 2.10, DFR is a combined public-private organization, where DFR has entered into a 10-year contract with Manpower Group, a company that specializes in recruiting. In this partnership, particularly in the recruiting stations, active duty DFR personnel are the "face" of recruiting while Manpower Group provides the "behind the scenes" expertise and continuity. For example, at the recruiting centers, military personnel brief and interview applicants, discusses service options and positions with the applicants, and conduct outreach events. Manpower Group acquires and manages the facilities, runs the IT/MIS system, manages marketing, runs the call center and manages applicants in the pipeline, etc. Organizationally, each DFR active duty manager is paired with a civilian Manpower Group counterpart and they work together as a combined team, each with specific duties and responsibilities for some part of the operation.
- As with the Royal Navy, the DFR is based on a passive recruiting model in the sense that they do advertising and outreach and then expect applicants to come in to apply and process for entrance into the military. In fact, DFR recruiting centers are more akin to a U.S. MEPS in the

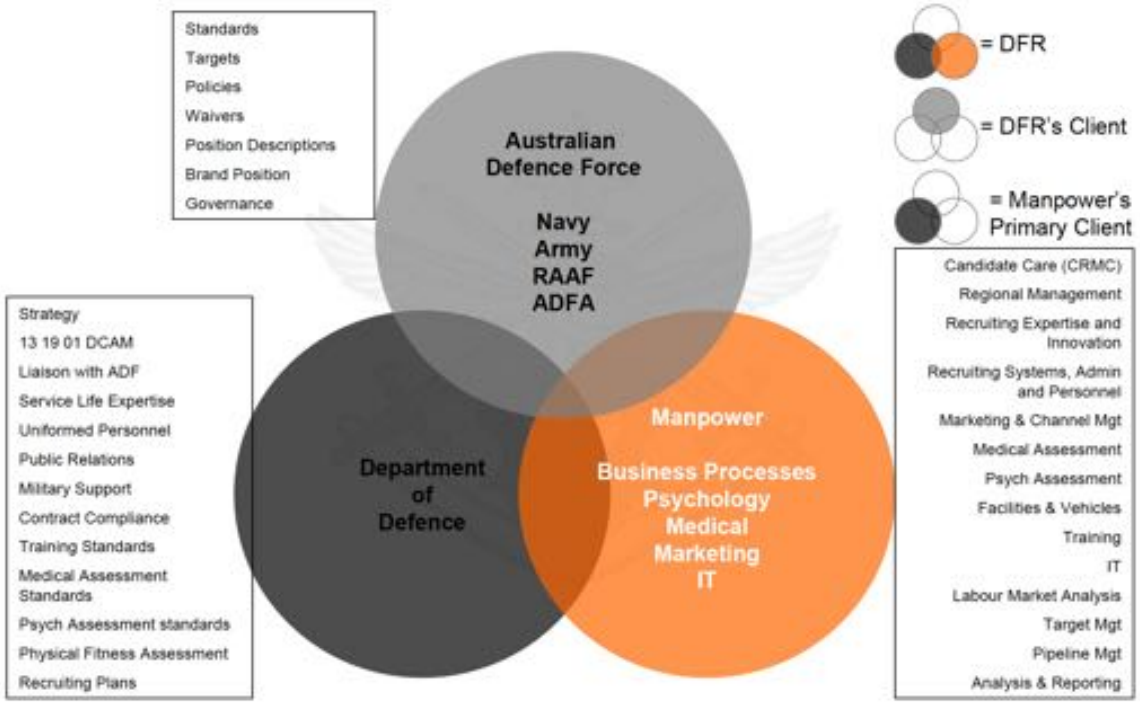

Figure 2.10: DFR's organizational structure and responsibilities (Larkin, 2014).

sense that the center is mainly for processing applicants. Furthermore, DFR station personnel are not recruiters in the U.S. sense. Mainly they process applicants as they come into the station and they do a bit of outreach to the local community (e.g., going to high schools).

- Also as with with Royal Navy, DFR has a strong focus on "customer care" (i.e., customer relationship management). As part of this, ADF intends to transition to "NextGen" MIS system in the next three years which will provide an improved "On-line Application Tool (OLAT)" to facilitate applicants being able to at least begin application process on-line, improved candidate tracking and management, and an ability for applicants to interact with system (e.g., upload documents), query system, communicate with DFR, etc (McKerrow & Rudzki, 2014). See the DFR IT briefing in Section C.3.
- Finally, in addition to a session with DFR personnel to select an occupation, candidates have an interview session with a DFR military interviewer which is much like a job interview where they have to convince the interviewer why they want to join the ADF. And, prior to that interview, each candidate meets with a psychologist to ensure they are mentally prepared and psychologically suitable for the military.

DFR joint service recruiting offers a number of benefits. For example, there are the obvious efficiency gains from operating one recruiting center per location rather than three. But there are other benefits for applicants, such as the fact that after taking their psychometric test (the equivalent of our ASVAB) candidates are shown all of the jobs they are qualified for across all three services.

While it is up to the candidates to select which service and occupation they are interested in, precisely because the DFR is joint each applicant can make a fully-informed decision about choice of service and occupation, including perhaps making trade-offs if their first choice occupation is filled in a given service, the entry date for a given service/occupation pair too far off, etc.

The public-private DFR organization is particularly innovative. For example, under their contract Manpower Group and their management personnel have financial incentives for achieving specific recruiting targets. Hence, just as with commercial organizations, DFR can use monetary goals to motivate Manpower Group to meet specific recruiting targets and metrics (e.g., number of applicants, time in the pipeline).[9] However, standards are set by the services and final approval of applicants is controlled by the military side of the DFR, so there is a check in the system to maintain recruit quality. For example, all applicants meet with an active duty DFR interviewer who makes a final assessment of their fitness and suitability for military service.[10]

Because roughly half of DFR is a commercial entity, this allows the organization to use commercial resources when they are most appropriate and effective while also using military resources where they are most appropriate and effective. Thus, for example, senior Manpower Group managers, who bring significant recruiting expertise to bear from the civilian world, are monetarily incentivized to meet recruiting targets. Similarly, Manpower Group is responsible for acquiring and providing the recruiting center infrastructure, which they can do with commercial best practices, and they are responsible for the IT infrastructure, where they can acquire the necessary hardware and personnel on the commercial market. This allows DFR to more agilely adapt to the latest in commercial technology where, for example, they now have a "slim version" of their current OLAT that works on smartphones and a new mobile-friendly recruiting website (which DFR reports is starting to get a good amount of traffic). See the Australian Defence Force Recruiting overview in Section C.2, page 152, and the DFR IT briefing in Section C.3, page 163, in Appendix C for additional detail.

2.5 Summary

This chapter described the current recruiting processes of multiple military organizations: the U.S. Navy, the U.S. Army, U.S. Air Force, and U.S. Marine Corps, as well as the Royal Navy and the Australian Defence Force. The U.S. military services all use essentially the same active recruiting model in which active duty military personnel serve as recruiters, actively soliciting and selling the military to a core market of 17–24 year old potential recruits.

In the United States, there are no corporate equivalents to the military recruiting approach. As Chapter 3 discusses, corporate recruiting is almost exclusively focused on "white collar" recruiting with civilian recruiters seeking out individual applicants for very specific positions. There are, of course, those corporations with significant personnel requirements, but they operate under recruiting models more akin to the Royal Navy and ADF: broad advertising to generate inquiries from which

[9] There is a built-in contractual lower bound so that if recruiting targets end up too low, for whatever operational or political reason out of Manpower Group's control, the company is financially protected. This was a lesson learned from the previous contract where the contractor was negatively affected due to external factors out of the company's control.

[10] The interviewer can even override the psychologist's evaluation, though this is only rarely done.

human resources then screens the applicants. There is simply no civilian analog that operates on the scale of the U.S. military that annually recruits over 150 thousand high school graduates.

CHAPTER 3:
Description of Generations Y, Z, and Alpha

In this chapter, we describe the various generational cohorts as discussed in the social science and popular literature, with an emphasis on the Millennial and post-Millennial generations, including their predicted propensity to serve, recommended methods for effectively communicating with them, and theories regarding recruitment methods. In so doing, to the extent possible, we focus on those generational attributes and experiences that are most relevant to military recruiting.

Now, while the generational descriptions do not characterize all individuals in a cohort, the cohort does have a common set of experiences in terms of major world events. For example, a recent report by the Council on Economic Advisors notes, "The Millennial generation has taken part in many important transformations: from shifting ways of communicating and using technology, to changes in parenting practices, educational and career choices, and shifts in homeownership and family life" (The Council of Economic Advisors, 2014). As the cartoon in Figure 3.1 suggests, what is important is whether these transformations have resulted in future generations that will be disconnected from how the military currently conducts recruiting.

3.1 Defining and Labeling the Generations

We begin by defining the various generations of interest – Generations Y, Z, and Alpha – which in this report we generally refer to in the aggregate as the 'Millennial and post-Millennial generations.'

- **Generation Y** consists of those born between 1981 and 2000. Often referred to as the Millennial generation, and sometimes the Boomerang or Peter Pan generation, it is both the largest and most ethnically and racially diverse generation in the history of the United States (Ender *et al.*, 2013; Strauss *et al.*, 2006). Generation Y has grown up with the Internet and an increasingly globally connected world.
- **Generation Z** consists of those individuals born between 2000-2012 or 1995-2010 depending on the source (Anatole, 2013; Ender *et al.*, 2013; McCrindle, 2013). Also referred to as the iGeneration (or Generation I), the Homeland Generation, and the New Silent Generation, it is expected to be smaller than the Millennial generation. For this generation, Google has always existed: Google.com was registered as a domain name in 1997. In a similar vein, they were only two years old when USB flash drives came on the market. Generation Z are the first 'digital natives.'
- **Generation Alpha** is one name for the generation that follows Generation Z, though the name is not yet widely used or recognized. If we set the beginning year of this generation at 2012, they will have always known smartphones, tablet computers, streaming video, and whatever new electronic and communications advances that may come to market in the next few years.

Now, in addition to these generations having a variety of monikers in the United States, they are referred to by other names in other countries. For example, Gill (2005, p. 6) notes:

> *In the United States there are numerous written reports that identify the new 'Millennial*

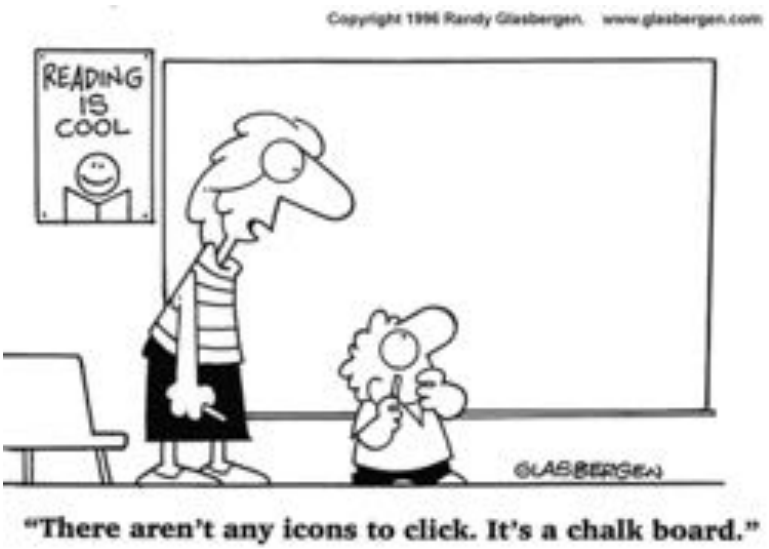

Figure 3.1: A metaphor for how future generations may be disconnected from current military recruiting practices?

> *Generation' by different names, and offer chronological parameters for this population. Canada prefers to use the term 'Echo Generation'; while Australia refers to this population of young adults as 'Generation Y'; and the United Kingdom has christened them 'Newmils', 'Generation Y', and sometimes, to a lesser extent, 'Thatcher's Children.'*

To put the Millennial and post-Millennial generations in context, as described in Buahene & Kovary (2003, pp. 6-7), their forebears are the following generations:

- **Traditionalist Generation** which consists of those born between 1922 and 1945. Also commonly referred to as The Silent Generation, World War II and the great depression had a significant impact on this generation's values and opinions. Characteristics of this generation include respect for authority and adherence to the rules.
- **Baby Boomer Generation** which consists of those born between 1946 and 1964. This generation is sometimes divided into those born in the 1940's and early 50's – who actively participated in the events of the 1960's – and those born in the mid 1950's and early 60's who were not old enough to directly experience those events. Baby Boomers are often characterized as self-centered and self-indulgent.
- **Generation X** which consists of those born between 1965 and 1980. Sometimes referred to as Baby Busters, Generation X has been called the "lost" generation, where divorce and single parenting were more widespread than in past generations, and the notion of the latchkey child in dual income families became common. In the 1980s and 1990s, Generation X was often characterized as lazy and as slackers who lacked the hard work and dedication of the preceding generations.

Table 3.1: Major life-defining events for the Traditionalist, Baby Boomer, Generation X, and Millennial generations. Source: Buahene & Kovary (2003, p. 9).

Traditionalist (1922-1945)	**Baby Boomer (1946-1964)**
• The Great Depression • Pearl Harbor • World War II • D-Day • Rise of Communism • Korean War • Golden Age of Radio • Rise of the Silver Screen	• Civil Rights Movement • Cuban Missile Crisis • Vietnam War • Assassination of JFK and MLK • The Cold War • Neil Armstrong lands on the Moon • Woodstock – Free Love • TV becomes dominant medium
Generation X (1965-1980)	**Generation Y (1981-2000)**
• Women's Liberation movement • AIDS • Challenger disaster • Fall of the Berlin Wall • Operation Desert Storm I • Rodney King and LA riots • First personal computers	• Oklahoma City bombing • Death of Princess Diana • Columbine massacre • Clinton-Lewinsky scandal • 9/11 attacks • War on Terror (Iraq & Afghanistan) • Rise of the digital age (Internet, etc.)

Table 3.1, adapted from Buahene & Kovary (2003, p. 9), summarizes some of the major life events for the Traditionalist, Baby Boomer, Generation X, and Millennial generations.

3.2 Generation Y, Z, and Alpha Characteristics

For each of these generations, demographers, social scientists, and marketers have derived broad generational descriptions and characteristics. These generational descriptions depict a stereotypical individual from a cohort of individuals born during a window in time. This might be thought of as a description of the average individual from that particular cohort. However, it is important to note that the descriptions provide little insight into how two individuals drawn from the same generational cohort might differ in terms of these characteristics, including propensity to serve. Thus, while useful for gaining insights into the expected behavior of a cohort, the generational descriptions apply to varying degrees to individuals from that cohort.

For example, while Generation Y is the largest and most ethnically and racially diverse generation in U.S. history, Strauss *et al.* (2006) associates the following traits with this generation: special, sheltered, confident, team-oriented, achieving, pressured, and conventional. Ender *et al.* (2013)

describes the Millennials as being motivated to military service for personal reasons such as educational opportunities or other benefits that they believe will provide them a personal competitive advantage in the future. Parents, education, the state of the economy, technology, and the media all influence Millennials decision making (Hyler, 2013).

Based on four consecutive years of study, The 2014 Millennial Impact Report (Feldman *et al.*, 2014) finds that Millennials:

- Engage with causes to help other people, not institutions.
- Support issues rather than organizations.
- Prefer to perform smaller actions before fully committing to a cause.
- Are influenced by the decisions and behaviors of their peers.
- Treat all their assets (time, money, network, etc.) as having equal value.
- Need to experience an organization's work without having to be on site.

See Gill (2005, pp. 8-9) for further descriptive information about Millennials (as well as the Baby Boom generation and Generation X). Also, for additional information about Millennials from an Australian defense perspective, see "Understanding Millennials – A GPY&R Perspective" in Section C.4 of Appendix C.

Turning now to Generation Z, Anatole (2013) finds that "there is evidence to suggest that their influence, fueled by an innate and constant connection to the world around them, will outstrip their size." McCrindle (2013) says,

> *Gen Z is part of a generation that is global, social, visual and technological. They are the most connected, educated and sophisticated generation ever. They are the up-agers, with influence beyond their years. They are the tweens, the teens, the youth and young adults of our global society. They are the early adopters, the brand influencers, the social media drivers, the pop-culture leaders.*

The following traits are associated with Generation Z (Ender *et al.*, 2013):

- Fiscally conservative, self-reliant
- Indifferent to technology, but tech savvy
- Oriented to needs of others
- Connected to peers and knowledge
- Flexible, unconventional, realists
- Look for alternatives to costly colleges
- Not as loyal to companies

Generation Z's social media habits seem to be varying from the Millennial generations'. As reported in *The Sydney Morning Herald*:

> *In the US, according to surveys, 25 per cent of 13- to 17-year-olds have quit the megalithic media site this year alone. In Australia, David Seedhouse, founder of the Val-*

> *ues Exchange (VX), a Gen Z forum with more than 100,000 registered users, estimates that "between half and two-thirds of them are not interested in Facebook. They're very safety conscious, very protective of each other and themselves. And they're very concerned about surveillance. 'It's our data, it's not your data' – they're very strong on that"* (Hooton, 2014)

Generation Z is only now maturing and beginning to enter the work force. If their forecasted characteristics actually manifest, they would seem primed with a high propensity to serve.

Finally, Generation Alpha is a term currently just coming into usage to refer to those born from the end of Generation Z forward. This generation is being born as of the writing of this report, with its oldest members at age two or four depending on where the boundary line of Generation Z is drawn. Not surprisingly, this generation is expected to be extremely proficient and comfortable with technology and a connected world, but it will take some time for the other characteristics of the generation to begin to be observed.

3.2.1 Comparing Millennials to Previous Generations

As described in Buahene & Kovary (2003, p. 10), Table 3.2 compares the attitudes and values of the Millennial generation against the Traditionalist, Baby Boomer, Generation X generations. Similarly, Table 3.3 compares the characteristics and skills of the Millennial generation against the previous three generations (Buahene & Kovary, 2003, p. 11).

The Defense Acquisition University sought to compare the motivation of Millennials to Generation X and the Baby Boomers. They asked three questions about Generation Y in terms of "five motivational factors": responsibilities, compensation, work environment, advancement potential, and free time.

- Does Generation Y assign different levels of importance to the five motivational factors than Generation X and Baby Boomers?
- Does Generation Y assign different levels of happiness to the five motivational factors than Generation X and Baby Boomers; and which of these factors is ranked the highest across generations?
- Does Generation Y's average attribute utility of the five motivational factors differ from Generation X and Baby Boomers?

The study concluded that Millennials view responsibilities and compensation as less important than either Generation X or the Baby Boomers. Millennials ranked advancement potential and free time higher than either Generation X or the Baby Boomers, though this most likely can be attributed to the stage of life that most Millennials are in Barford & Hester (2011). Overall Millennials ranked compensation as the highest motivational factor and responsibility the lowest. Advancement potential and free time are important considerations as well. This points to the desire Millennials have to maintain a work-life balance (Barford & Hester, 2011).

Table 3.2: Attitudes and values of the Millennial generation versus the Traditionalist, Baby Boomer, Generation X generations. Source: Buahene & Kovary (2003, p. 10).

Traditionalist (1922-1945)	**Baby Boomer (1946-1964)**
• Loyalty • Respect for authority • Dedication and sacrifice • Patience • Conformity • Honor	• Optimism • Involvement • Team orientation • Personal growth & gratification • Youthfulness • Equality
Generation X (1965-1980)	**Generation Y (1981-2000)**
• Independence & self-reliance • Pragmatism • Skepticism • Informality • Balance • Collaboration	• Confidence • Diversity • Civic duty • Respect for authority • Dedication • Optimism

3.2.2 Propensity to Service & Communication Methods

Almost half of the Millennial employees surveyed for The 2014 Millennium Project Report indicated they enjoyed taking part in volunteer activities for nonprofits and Millennials want to work for companies that benefit the public good (Feldman *et al.*, 2014). If the military can motivate Millennials to view military service as a cause that benefits the public good then the Millennial generation seems primed for service to the nation. The shaping of this perception must take into account the sources of information that Millennials typically seek and place value on.

Millennials rely on relationships for information about future employers, with the top three sources being a company's website, a Google Search, and word of mouth (Feldman *et al.*, 2014). As Walsh (2010, p. 4) says,

> *Close friends, family members, key developmental influencers, and social network friends and groups make up the baseline of trusted influencers for generation Y and I. Therefore, any effective methods for making an impact on the beliefs and perceptions of this generation cannot just start from the outside – methods must include a significant 'inside-out' approach among these key groups.*

Thus, as the cartoon in Figure 3.2 suggests, marketing to Millennials is more of a challenge because

Table 3.3: Characteristics and skills of the Millennial generation versus the Traditionalist, Baby Boomer, Generation X generations. Source: Buahene & Kovary (2003, p. 11).

Traditionalist (1922-1945)	**Baby Boomer (1946-1964)**
• Compliant • Stable • Detail oriented • Hard working • Dedicated	• Success oriented • Team player • Relationship focused • Eager to add value • Participative management style
Generation X (1965-1980)	**Generation Y (1981-2000)**
• Techno-literate & self-reliant • Flexible & adaptable • Creative • Independent • Multi-tasker • Results driven	• Technologically savvy • Oriented to collective action • Self-reliant • Tolerant of differences • Eager for responsibility • Innovative

mass-marketing is not sufficient.

Millennials want to trust their employers and take part in organizations that are honest and support a worthy cause. They first check what the company says that it does, then see what evidence the web provides that the company follows its own mission and vision, then verify if possible with first person interviews. Organizations that wish to attract Millennials must be aware of their reputation as portrayed on the internet in addition to working to ensure that current and past members relate positive experiences from their time with the organization. Millennials will not simply take the organization's description of itself at face value, but will go to the data readily available on the Internet to do their own fact checking and arrive at their own conclusions, which they will then bounce off first person observational data from individuals who they either know or have met through the web.

Drago (2006) points to the military's challenge in recruiting Millennials, who are interested in career advancement opportunities, when they are not attracted to an offer to start at the bottom of a structured hierarchical organization with low pay – that is not tied to performance. In particular, college bound Millennials, who see bright futures on the horizon, are not likely to detour into an organization that does not allow for rapid advancement based on performance and talent – that also provides fixed pay scales. Drago concludes that the propensity to serve for the Millennial generation is less than the previous generations, at least for those who are potentially college bound. He also reinforces the observation that Millennials and their parents have less first hand exposure to the military than previous generations. This highlights the need for deliberate selection of those service

Figure 3.2: Because Millennials are commercially and technologically savvy, traditional marketing approaches are less effective.

members assigned to recruiting billets.

Millennials are the most connected generation to date, more likely to go to the web for information as well as to broadcast their experiences through the web or social media (Fromm & Garton, 2013). They rely on the web for information prior to investing the time to go to a brick and mortar establishment. The information garnered from the web is not likely to simply be a menu for a restaurant, but also a check on first person accounts from other Millennials through websites dedicated to online reviews. Brands seeking to market to Millennials must not only provide a positive user experience for those visiting their own website, but must manage their perception on a variety of social media sites where reviews are maintained and updated in near real time. This requires ensuring that customers who visit brick and mortar facilities leave with a positive experience and requires a marketing team that stays in front of the trends in social media, viewing these online broadcasts as a form of customer feedback. The main difference is that these customer feedback items are public and persistent. Millennials require brands that respond to their needs and make adjustments to their policies to satisfy them as customers or they find other brands.

This creates unique challenges for the military services. As Walsh (2010, p. 4) says,

> *Younger generations are connected to the 'information environment' in dramatically different ways than past generations and in response the Army's recruiting efforts must recognize and adapt to these changes in order to be successful in the future. Generation Y and I composed of 15-24 year olds use of social media for 'information-mining' and decision-making in ways that are a vast departure from previous generational norms*

and further complicates the current USAREC recruiting efforts.

Thus, while recruiting stations serve as a brick and mortar facility staffed with knowledgable experts, prior to the Millennial applicant coming in to the recruiting station, they will likely visit the services' site, Google the service, read reviews from other recruits, and only then invest the time to come to the recruiting station. Following the visit, they are likely to publish their experience online, rating how they were treated, potentially even calling out the particular recruiter by name. How the service and recruiting station commanders manage this aspect of their storefront will influence future Millennials decision on whether to bother coming to the recruiting station or not.

3.3 Recruiting Millennials and the Civilian Sector

In general, many of the recruiting processes in the civilian sector are not dramatically different from what they were a decade or two ago. In fact, in a 2013 international survey of companies, Randstad (2013, p. 17) found that "recruitment companies and employee referrals were the most widely-used resources for finding talent. Company websites, print advertising and job boards were also used frequently."

What is different are the recruiting *practices*, where advertising and application processes that used to be largely paper- and mail-based have now been virtualized, having been replaced by on-line applications and transmission via the Internet instead of the postal mail. Similarly, where communication used to be largely via the telephone, communication modes now reflect the digital age: virtual interviews; e-mail, text, and chat discussions; and the use of social media by both companies and applicants to advertise, identify opportunities, and otherwise interact.

One particular practice that has dramatically changed in the digital age is the active recruitment for specific positions, often of individuals who themselves are not actively looking to change jobs. In the past, such recruitment would have been a very labor intensive effort with a recruiter actively working contacts and personal networks, usually by telephone. Today, it is much more focused on exploiting on-line information, often from professional and social communities. For example, in a 2013 survey of 651 human resources professionals, the Society for Human Resource Management (2013, p. 2) found that "More than three-quarters (77%) of organizations reported using social networking sites to recruit potential job candidates, an increase from 56% in 2011 and 34% in 2008."

Furthermore, *The Economist* (2014, p. 51) recently reported that,

> *Recruiters are LinkedIn's main source of revenue. They pay for licenses to trawl for likely job candidates and to e-mail them about vacancies, as well as for placing advertisements on the site. This business–called "talent solutions"–accounts for about three-fifths of sales. It allows recruiters to be more precise about the groups to search in order to find more people to hire–people who attended certain universities, say. Rajesh Ahuja, the senior recruiter in Europe and Asia at Infosys, and Indian software company, focused on a recent effort to hire 200 MBA students on graduates of several hundred colleges.*

Figure 7.1 **Innovative recruitment methods used**

Social networks	28%
Professional networks	28%
Virtual career fairs	6%
Hosting a free lunch to chat with potential candidates	5%
Holding a contest	3%
Speed dating version of recruitment	2%
Other	3%
Video resumes	2%
No answer	53%

Figure 3.3: Ranking of innovative recruitment methods from 2013 Randstad survey of companies. Source: Randstad (2013, p. 19).

Indeed, in a 2013 Randstad international survey of companies, social and professional network recruiting were ranked highest of all "innovative recruitment methods" (Randstad, 2013). See Figure 3.3. They say, "For those respondents that used social networking sites, 48% claimed they were successful for recruiting and used them as their channel when looking for staff-level employees or management candidates" (Randstad, 2013, p. 7).

A recent white paper by Oracle (2012, p. 2) says that, as a strategic initiative, social recruiting has the following benefits:

- **Find hard-to-reach candidates.** *When competition for talent is fierce, identifying the best can be challenging. Social networking offers the ability to reach out to passive or hard-to-find candidates that likely could not be reached using other sources.*
- **Reach higher-quality candidates.** *Individuals who frequently use social networks tend to be "early adopters" of innovation and also tend to be more technically savvy. These are the traits many companies look for in potential candidates. Social networks offer a fast way to*

connect with these individuals.

- **Increase ROI.** *You can dramatically reduce sourcing costs and increase ROI through social networks. Posting and sharing job openings through Facebook or LinkedIn is more likely to deliver results than a single description on a job board, so the potential value far exceeds the cost.*
- **Be the employer of choice.** *When your company establishes an online presence, you send a positive message out to potential candidates that your company is connected and understands how to communicate with them. Being the employer of choice means candidates want to work for you and spread that message across social networks, magnifying your brand and message."*

Now, the Oracle white paper suggests the use of social media is easier and more efficient than it actually may be. What is becoming apparent to recruiters and marketers is that users of social media want it to be just that – social. Gallup (2014, p. 3) concludes,

> Customer engagement *drives* social engagement – *the degree to which consumers will work for or against an organization within their social networks – not the other way around. And any effort to engage customers must take place through both offline and online channels, as Gallup has consistently found that customer engagement is influenced in large part by how well a company aligns all of its touch points. Social media do not exist in a vacuum, and consumers rarely interact with companies through these channels alone.*

Similarly, Singh (2014) says,

> *...recruiting via social media is all about engagement. ... What engages people are one-on-one interactions, the type they have with friends and family, which also means they have some kind of an emotional connection. That is difficult, or near impossible to do, when trying to connect with large numbers of people through a typical social media site as corporate marketing departments like to do. The same is true for recruiters. You can only have a real connection with a very small number of people.*

Recruiting via social media also may not be without risk. The Society for Human Resource Management (2013, p. 2) found that "About one-half of organizations are concerned with legal risks or discovering information about protected characteristics (e.g., age, race, gender, religious affiliation) (52%) or do not have enough HR staff time to use this recruiting method (48%). One out of four (26%) cite questions about the accuracy of the information on social networking websites. Government organizations are more likely than nonprofit organizations to have concerns about legal risks/discovering information about protected characteristics."

As discussed in Section 3.2, the Millennial and post-Millennial generations are technologically savvy and marketing skeptics. Furthermore, the 2014 Millennial Project Report (Feldman *et al.*, 2014) identifies the following top five factors that Millennials consider when applying for a job:

- What the company specifically does, sells or produces
- The company's work culture
- The company's office environment
- The company's diversity and HR awards

Thus, when it comes to recruiting materials and practices, Employment Office (2014, p. 3) argues in a section titled "Keep it Real" that companies must go beyond historical recruiting and advertising practices:

> *Arguably one of the most important aspects of recruiting to Gen Y's and Z's with social media is keeping all contact and advertising as authentic as possible. With Gen Y growing up immersed in marketing and Gen Z displaying traits of being genuinely distrustful of traditional advertising methods, making sure your recruitment strategy 'keeps it real' is essential.*

Consistent with this, Gallup says corporate social media sites for the Millennial and post-Millennial generations – whether for recruiting or any other purpose – need to be:

- **Authentic.** *Social media sites are highly personal and conversational. And, as Gallup finds, consumers who use these sites do not want to hear sales pitches. They are more likely to listen and respond to companies that seem genuine and personable. They want to interact with a human, not a brand. Companies should back away from the hard sell and focus on creating more of an open dialogue with consumers.*
- **Responsive.** *The social media world is 24/7, and consumers expect timely responses – even on nights and weekends. Companies must be available to answer questions and reply to complaints and criticisms. Ignoring negative feedback can do even more damage to a brand's reputation. Instead, companies need to actively listen to what their customers are saying and respond accordingly. If mistakes were made, they must own up to them and take responsibility.*
- **Compelling.** *Content is everywhere, and consumers have the ability to pick and choose what they like. Companies have to create compelling, interesting content that appeals to busy, picky social media users. This content should be original to the company and not related to sales or marketing. Consumers need a reason to visit and interact with a company's social media site and to keep coming back to it (Gallup, 2014, p. 4).*

Now, until recently, social media-based recruiting was used in the civilian sector mainly for finding and filling white collar jobs, and within those the most hard-to-fill jobs. As shown in Figure 3.4, the Society for Human Resource Management (2013, p. 3) reports, "Nonmanagement salaried (87%) and management (e.g., directors, managers) (80%) positions are the most commonly targeted job levels. About one-half (48%) of organizations target nonmanagement hourly employees, and 41% target executive/upper management positions (e.g., CEO, CFO)." However, that trend may be changing. As reported in *The Economist* (2014, p. 53):

> *Perhaps most significant, LinkedIn has started to feel its way beyond professionals. Since early June [2014] the number of jobs on its site has jumped from 350,000 to*

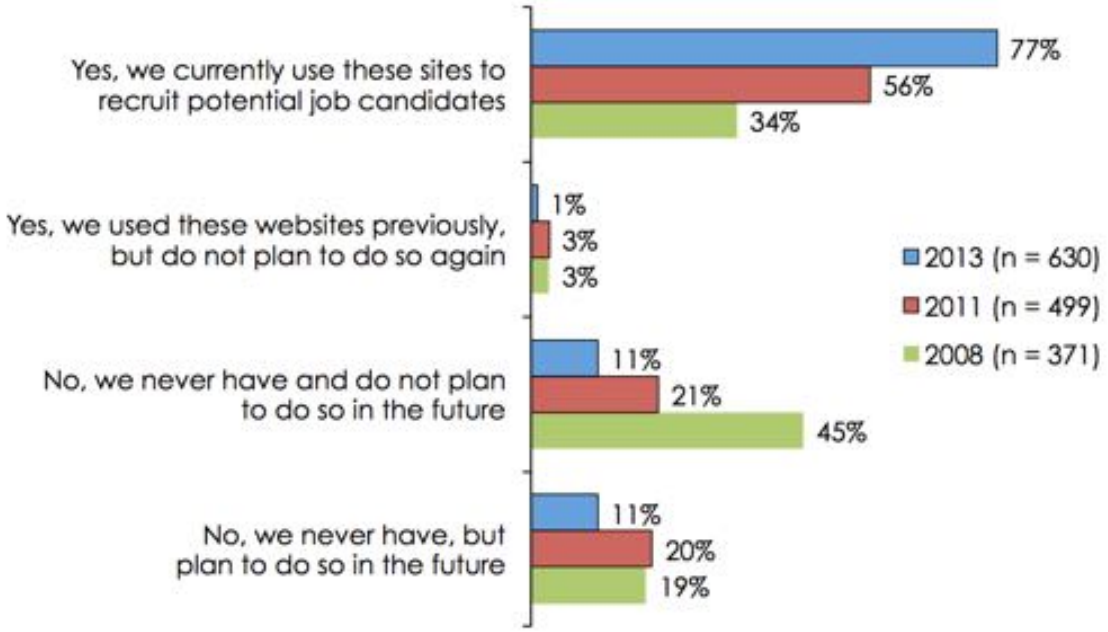

Figure 3.4: The most commonly targeted job levels by the civilian sector using social media: "*Has your organization ever used social networking websites to recruit potential job candidates, or does your organization plan to do so in the future?*" Source: Society for Human Resource Management (2013, p. 8).

> *1m. As well as openings for software engineers at IBM can be found jobs as delivery drivers for Pizza Hut or on the tills at Home Depot–which until now no one would have expected to find there. ... The idea is being tested in America so far. But if delivery drivers and checkout clerks start to look for and find jobs on the site, LinkedIn will have taken a step towards becoming a much broader job shop.*

In addition to the increasing use of social and professional networking media, a recent trend seems to be improving applicant assessment and tracking systems to better align with Millennial expectations. As Employment Office (2014, p. 3) describe, Millennials want to "Have a smooth candidate experience. They've been born with Internet in their mouths. You will lose them if an assessment process is too long-winded and does not make sense to them." The key words here are improving the candidate's experience when they interact with the organization. Part of this can be accomplished by making the applicant tracking system – typically thought of as an internal recruiter tool – also work for the applicant where, from the perspective of the company, the goal is candidate engagement. Per Wheeler (2014):

> *Recruiting is finally moving away from transactional thinking and beginning to understand how to better connect and engage with relevant candidates. ... The holy grail is to*

get candidates engaged in conversations and activities that will get them involved with your firm, a recruiter, or other employees. This improves their experience and makes them want to come back. The better this is done, the "stickier" the candidate and the more likely h/she is to say yes to an interview or offer.

3.4 Summary

The Millennial generation, Generation Y, has been studied and is in the workforce. The post-Millennial generations, Generation Z and Generation Alpha (or I), have yet to be fully defined. The Millennial generation differs from previous generations in its motivations, modes of communications, and influencers. Broadly speaking, Millennials want to be part of something bigger than themselves, care less about responsibility than previous generations, and value free time and work-life balance than previous generations. Millennials communicate through the online world and social media. They are influenced heavily by their parents, information from online websites, and from first person accounts from peers.

The Millennial generation's need to be part of something larger than themselves, should benefit military recruiting efforts to the extent that the military can cast the service as a noble endeavor. The Millennial generation's use of multiple sources to shape their view of the world will create a need for the military to be conscious of its web presence and the perceptions of it on social media sites frequented by Millennials. This generation will have less first person exposure to friends or family that served in the military, so the selection and training of recruiters will become more important. The Millennial generation will hold the services to their stated values and when they see evidence that the services are not living up to these expectations they will expect leadership to remedy the situation. This generation will be loyal to the extent that they perceive the military is loyal to them, but will not tolerate a one-way relationship.

If Millennials who join the military need to be in a position that advances their personal situation, this may require the military to consider adjusting the way promotion is handled in the current hierarchical system. That is, in order to attract Millennials the services will need to create an environment where this generation perceives that its talents and creativity will be rewarded. Similarly, if the current system is perceived as providing equal pay for unequal performance, it will create friction with many from this generation, and that may result in a drag on recruiting.

In order to avoid direct competition with colleges for recruitment of Millennials, the services will need to revalidate the skill requirements for service members. Those with the will to serve, but marginal skills under the current system, should become prime candidates for service. This population will not be targeted by colleges and could potentially be trained to meet minimum standards prior to entering the production pipeline. This would require an additional investment on the front end by the services, but this would serve to increase brand loyalty among Millennials.

CHAPTER 4:
Proposed Recruiting Alternatives

There's a way to do it better—find it.

Thomas A. Edison (1847-1931)

Over the years, a number of recruiting organization, system, and process improvements have been proposed and some implemented. We conducted an extensive review of the published literature and the proposed improvements include:

- Employing civilian recruiters;
- Conducting joint recruiting;
- Improving recruiter selection, screening and/or training; and,
- Leveraging the Internet and social media.

In this chapter, we describe the proposed potential improvements as described in the literature, as well as any other information or evidence that we have gleaned about whether any of these proposed improvements have been shown to be effective. Following this, in Chapter 5 we describe past recruiting experiments that were conducted to evaluate some of these proposed improvements.

4.1 Employing Civilian Recruiters

The use of civilian recruiters, either to augment military recruiters or to replace them, has been debated for years in the recruiting community as well as in the literature. For example, Worthington *et al.* (2000, p. 37) say,

> *Our research has shown that hiring civilians to recruit military personnel is a contentious issue with strong opinions on both sides. Those against feel that "farming out" our toughest mission admits defeat and would do little to attract youth. Early results of outsourcing, however, do not show this to be the case. The Army Reserve recently utilized the contract firms of RCI [Resource Consultants Inc.] and MPRI [Military Professional Resources Inc.] to recruit medical personnel and general enlisted for the Army Reserve. They have focused their efforts in the south and midwest with a total of around 85 contracted civilian (most former military) recruiters. Their results to date have been the same or better as military recruiters, while achieving market penetration in new and untapped areas. While it is doubtful that this could be replicated on a national level, it shows that this approach can be successful in well-defined markets.*

They go on to say,

> *We recommend that outsourcing be attempted, on a test basis, for areas with high concentrations of college students such as the northeast. A person with a strong recruiting background would be hired to work for the local recruiting district. This "college prospector" would answer directly to the recruiting district commanding officer. Our feeling is that this highly focused recruiter would have the advantages of a nonthreatening campus presence, better rapport with local officials, and a full set of tools for getting the message out to this highly educated sector* (p. 38).

The Army did subsequently test civilian recruiters from 2002 to 2007. As reported via the Army News Service, in February 2002 "the Army awarded two civilian companies contracts totaling $172.4 million to hire and manage recruiters for 10 different areas across the nation. ... Neither the companies nor the recruiters they're hiring are strangers to the military. Both companies – Military Professional Resources Inc. and Resource Consultants Inc. – are located in Virginia and have been recruiting for the Army reserve components since 1999" (Triggs, 2002).

In fact, the Army tried a number of approaches using civilian recruiters, including a recruiting comparativeness experiment that assessed the effectiveness of civilian recruiters versus active duty recruiters, integrating civilian recruiters in with active duty recruiting, and providing civilian office staff to support active duty recruiters in order to free recruiters up to focus on recruiting. Ultimately, these efforts were discontinued due to cost (Nelson, 2014).

More recently, in March 2012, the British Army outsourced its recruiting operations to a civilian contractor (Capita) under a 10-year contract (Capita, 2012). As Capita says on its website, "While the Army retains ownership of recruitment policy, entry criteria and assessment standards, Capita will deliver the entire process for the attraction and recruitment of soldiers and officers to the Regular and Territorial Army." The goal is to transform British Army recruiting into a fully digitized operation with one major hub and career centers. However, a year after the transition, British Army recruitment numbers were significantly down (Farmer, 2013) and, in response, the British Army reintroduced uniformed Army personnel back into the recruiting system (Cameron, 2014a).

As described in Section 2.4.2, the Australian Defence Force has successfully outsourced some of its recruiting operations to a civilian contractor (Manpower Group). In particular, Manpower Group is responsible for much of the recruiting infrastructure, including recruiting offices, facilities, and vehicles; the IT infrastructure; marketing; recruit care, including pipeline management and analysis and reporting (O'Brien, 2014). In these roles, they perform much like the U.S. Army Corps of Engineers in terms of acquiring, furbishing, and maintaining recruiting infrastructure (such as recruiting stations) and MEPCOM in terms of providing medical and psychological assessments of applicants. Most critically, the Manpower Group is contractually responsible for ensuring recruiting targets are met and, in this role, they bring civilian recruiting expertise to bear in support of the Defence Force Recruiting (DFR) organization. However, they function in a supporting role to the military DFR personnel who perform all applicant quality control functions and serve as the uniformed "face" of Australian military recruiting to applicants.

Returning to the original goal of this research, nothing in the literature or in the interviews we conducted suggests that employing civilian recruiters *as part of the existing U.S. military recruiting business model* is a more effective strategy for recruiting the Millennial and post-Millennial generations. In fact, in all of our meetings with U.S. military recruiters, the services' recruiting commands, and with the Royal Navy and the Australian Defence Force, we asked whether civilians could or should conduct recruiting in place of uniformed personnel. Without exception, everyone we talked to said that it is important for applicants to interact with uniformed personnel and that civilians simply couldn't perform as effectively, at least in terms of representing the military.

Of course, the U.S. Army's experiments with civilian recruiters is something of a counterpoint to this, where there the civilian recruiters performed as effectively in terms of making their recruiting targets, but they were more costly. It is also important to note that the civilian recruiters were comprised of retired former military recruiters, so even if civilian replacements were cost effective, it seems that switching to an all-civilian recruiting force would be unsustainable in the sense that doing so would eliminate the training pipeline for future civilian recruiters. Finally, the British Army's on-going experiment with completely outsourcing its recruiting operations suggests such changes must be made with care and due diligence and could still be fraught with significant pitfalls.

4.2 Conducting Joint Recruiting

The literature contains a number of proposals to transition from individual service-based recruiting to some form of joint recruiting. For example, Brown (2008) examines whether joint recruiting among the four military services would allow for mission accomplishment at a lower cost. She explores three joint recruiting options: combining only administrative functions across the services, combining only support functions across the services, or combining all functions down to the recruiter level. She concludes:

> *The preponderance of the research data and this paper conclude, that while money might be saved in the long run by implementing full joint recruiting, combining administrative and support functions is a better option for the armed forces and the nation* (Brown, 2008, p. 1).

In a similar vein, in 2010, the Military Operations Research Society convened a special meeting to examine issues related to personnel and national security. One of the working groups recommended that DoD "[c]onsider Joint pilots/initiatives that support unity of command and unity of effort" as a recruiting best practice (MORS, 2010, p. 18).

At the Army service level, March *et al.* (1999) propose creating a new "Total Army Recruiting Command" that would combine active component Army recruiting with Army reserve and national guard recruiting. In particular, they advocate

> *...the creation of a new Total Army Recruiting Command led by the Army National Guard. The ARNG structure would be the backbone of this command, state staffs would be augmented with other components, and one combined accession mission would be*

assigned to multi-component recruiting teams; teams trained and able to recruit for all components. Restructuring USAREC, by dissolving five brigade and forty-one battalion staffs, would allow many mid-level leaders to return to active units that are undermanned and stretched thin with a high operational tempo.

March *et al.* (1999) assert that joint USAREC-ARNG recruiting would have a number of benefits, including that shared facilities would save money, enhance integration, and better serve applicants. They further recommend that the National Guard should "take charge" of the AC DEP soldiers (March *et al.*, 1999, p. vi) and they conclude that,

> *In an era of limited resources and the desire for total Army integration, this concept of seamless recruiting should be considered. A major structural change could accomplish the realization of efficiencies, reduce component competition and increase production, better serve the prospects, and lead to an integrated Army* (March *et al.*, 1999, p. vii).

In all of our meetings with U.S. military recruiters and each of the services' recruiting commands, when asked about whether joint recruiting was possible, the interviewees all said that service-specific recruiting was a necessity. Without exception, it always came down to the assertion that only members of a given service could effectively recruit for that service. Yet, in our visit to the Australia's Defence Force Recruiting we observed an effective joint recruiting organization in operation. Under the Australian recruiting model, each military service set its own recruit standards and requirements for the DFR to execute.

4.3 Improving Recruiter Selection, Screening and/or Training

Various authors and reports have suggested that military recruiting could be made more efficient and/or effective by improving how recruiters are selected and trained. For example, Worthington *et al.* (2000, p. 30) says,

> *It is time to pay as much attention to the recruiter as we do to the potential recruit. More emphasis is needed on recruiter screening, including specific aptitude tests to help predict who will succeed as a military recruiter.*

Jenkins (1999, p. 24) says that "emerging evidence suggests that personality traits do have an impact on recruiting" he and goes on to say, "The selection of recruiters must change so that the recruiting effort may change in a way to aggressively compete with the environment" (p. 24). Ultimately, Jenkins recommends that the U.S. Army:

1. *Continue the use of successful personality trait identification.*
2. *Incorporate the results of the trait study into recruiter selection process.*
3. *Change the Program of Instruction at the Recruiting School to reinforce identified successful personality traits.*

4. *Modify recruiter selection process away from MOS percentages (quotas) to a personality trait based selection method (p. 28).*

Jenkins' research cited a Government Accountability Office report that says,

> *DOD could enhance the success of its recruiters if the services strengthened key aspects of their systems for selecting and training recruiters. Only the Air Force requires personnel experienced in recruiting to interview candidates for recruiting positions and uses selection tests to screen interviewees for recruiting duty* (GAO, 1998, p. 3).

In their report, the GAO goes on to say,

> *The Air Force has the most extensive screening program, relying heavily on a team of experienced, senior recruiters to interview candidates. In contrast, many Army and Marine recruiting candidates are interviewed by personnel in their current chain of command who may not have recruiting experience. The Navy is beginning to change its recruiter selection procedures to more closely resemble those of the Air Force* (p. 4).

And, "to enhance the performance of recruiters and the retention of recruits" the GAO ultimately recommends that the Secretary of Defense direct the services to:

- use experienced field recruiters to interview in person all potential recruiters and use communication skills as a key recruiter selection criterion;
- develop or procure personality screening tests that can aid in the selection of recruiters; ...
- link recruiter awards more closely to recruits' successful completion of basic training; and
- encourage the use of quarterly floating goals as an alternative to the services current systems of monthly goals (GAO, 1998, p. 6).

Now, while the Navy has developed and validated a recruiter screening methodology (Cotton, 2011; Penney & Borman, 2007), it is our understanding that the Recruiter Assessment Battery (RAB) has not been implemented throughout the Navy, and where it has been implemented the operational need for recruiters has precluded screening out those the RAB might identify as not best suited for recruiting.

4.4 Leveraging the Internet and Social Media

In 2010, the Military Operations Research Society convened a "Special Meeting" entitled *Personnel and National Security: A Quantitative Approach*. Among its many recommendations, the report said, "...social media is growing in popularity among today's youth and it is critical that services take advantage of the marketing potential for recruiting efforts. Social media provides the opportunity for market identification and targeted marketing" (MORS, 2010, p. 16). The report went on to say, "Understand perceived IT barriers and adapt/adjust current IT policies and procedures" (MORS, 2010, p. 18).

Similarly, Walsh (2010, p. 18) says,

> *The transition from mass communications to an emphasis on social media as a recruiting tool is a major paradigm shift from traditionally accepted, 'tried and true' recruiting operations. The Recruiting Commands' established worldwide methods of cold calling e-mail spam, personal referrals, and limited face-to-face opportunities do not address the near-term generational challenges and opportunities... Optimizing the advantages of social media for connecting with our youngest generation gets at the core of generation Y and I information-mining desires.*

And, Walsh (2010, p. 26–27) goes on to say that

> *...integrating local recruiting station into cyber social networks to reach the targeted audience in the right medium will empower the Army recruiting force to successfully man the all-volunteer Army for the near-future. Past practices no longer suffice. Current temporary fixes are not adequate. It's a new ball game. We can win it, if we play smart – smart in terms of our audience that needs new and more effective methods centered on their needs, and not on our own comfortable preferences and practices.*

Similarly, Worthington *et al.* (2000, p. 30) say,

> *A viable and interactive internet presence is needed which will "think nationally and act locally". Military recruiting sites need to function as true gateways to military service. Recruiters need to be much more internet-savvy and need to be provided with customized sales tools which use the internet for presentations and information.*

Of course, there are risks to the use of social media, particularly if the authority to use it is delegated to the individual recruiters. However, Walsh (2010, p. 23) concludes that:

> *Recruiters' uses of social media can be risky, but with the appropriate leadership, policy guidance and supervision by commanders and website administrators, recruiters can use social media to reach targeted audiences with minimal risks of inappropriate comments and misperception among youth population groups from the Army recruiting force.*

Some have also proposed various forms of virtual recruiting. For example, Dodge (1999, p. 44) proposes an entirely on-line recruiting station and says,

> *The Online Recruiting Station has the potential to resolve many of the problems currently faced by military recruiting commands. It is a fresh alternative to the traditional approaches of the military when recruiting becomes difficult. The current organizational structure of military recruiting commands is large and inefficient. On top of*

that, recruiters are perceived by many youth as being less than trustworthy and they currently represent the first line of contact between a prospective recruit and the military. Adding more recruiters just does not make sense when the factors are taken into account. Perhaps it is time for the military to consider alternatives that will not only solve the persistent recruiting problem, but be productive well into the next century.

Others have proposed virtualizing some parts of the recruiting process. For example, Gill (2005, p. 16) says,

...USAREC must develop an online application that can be filled out by the potential applicant and submitted to the recruiter. The completed and accurate application document should then be forwarded electronically to the Mental [SIC] Entrance Processing Station (MEPS) to continue the enlistment process. The electronic application and finished online enlistment documents should then be fed electronically into the PERSCOM / Human Resource system to populate the entire Soldiers' documents upon enlistment.

As discussed in Chapter 2, all of the services have some form of social media presence, though they vary in terms of the specific sites and types of social media, service policies for who can use the sites and how they use them, and particularly with the authorizations individual recruiters have to engage potential recruits on social media. Similarly, the services all have different policies and emphasis on virtual recruiting, from USAREC that has put a significant amount of resources into a virtual recruiting presence and infrastructure to MCRC that emphasizes the personal interaction of their recruiters with applicants.

Which of the services' approaches is most effective for military recruiting is still yet to be determined. As discussed in Chapters 1 and 3, what is clear is that Millennials are highly engaged with social media and other forms of communication and there is every reason to expect that the post-Millennial generations will be even more engaged. What is also clear is that the use of the Internet and Internet-enabled technologies continue to rapidly change, which means that predicting what types of technology, social media, as well as the most popular communication modes of the next generation – even just a few years into the future – is subject to a great deal of uncertainty.

4.5 Other Recruiting Alternatives

A variety of other military recruiting improvements have been proposed in the literature, such as expanding the recruiting market, modifying recruiter incentives, methods for reducing DEP attrition, and the perennial favorite: recruit incentives. Each of these is briefly discussed in this section.

4.5.1 Expanding the Recruiting Market

Some have proposed expanding the recruiting market. For example, Worthington *et al.* (2000, p. 12) says,

> *Expand the primary recruiting market from 17 to 21 year olds to 17 to 25 year olds. Shift the specific military recruiting focus from graduating high school seniors to 18-25 year olds with some college education. Allow certified, home-schooled high school graduates who score high on the Armed Forces Qualification Test (AFQT) to be assessed as "high-quality" recruits."*

In fact, the current Navy target market is 17 to 24 year olds, which is in keeping with the recommendation by Worthington *et al.* (2000). However, in discussions with recruiters from the various services, they do still seem to concentrate more on the high school market and less on those who start but do not complete college. In addition, the classification of recruit quality in terms of high school graduation and AFQT score is still problematic for recruiting home-schooled applicants.

4.5.2 Modifying Recruiter Incentives

Each of the services has recruiter non-monetary incentive programs to encourage performance. These are all generally based around various types of individual and unit awards. For example, a Navy recruiter can earn awards such as the Gold Wreath award, the Six-Shooter award, and the Admiral's Accelerator award for achieving various recruiting goals, including goals for diversity, special programs, and recruit quality (McGlocking, 2013, p. 5). Recruiters can also earn a Navy Achievement medal or a Navy Commendation medal for exceptional recruiting performance.

In spite of, or perhaps because of, these awards, McGlocking (2013, p. 52) found:

> *The U.S. Navy Awards and Incentives System may be counter-productive in incentivizing recruiters to meet their Net Contract Objective goals. ... If recruiters have not made their recruit contract goals by the last week of the month, statistical analysis in this thesis shows that recruiters are highly likely to recruit a low quality individual because they are easier to recruit and are probably waiting on the recruiter's call to service.*

Over the years, there have been any number of recommendations for changing the incentives in various ways. For example, Worthington *et al.* (2000, p. 30) state that "More incentive programs for recruiters are needed to help create and motivate the career recruiting force." McGlocking (2013, p. 52) more specifically recommends:

> *...that a special bonus-point category within the Enlisted Recruiter Incentive System (ERIS) program that is only authorized to be earned during the last week of the month should be initiated. Recruiters would earn the bonus points for writing recruit contracts for recruits who have the lowest probability of being low quality during the last week of any given month. Also, to earn these points, recruiters must recruit a minimum number of high quality individuals during the month as determined by CNRC.*

In a similar vein, Pry (1996) proposed an incentive-based system called the Production Recruiting Incentive Model (PRIME). As described by Pry, "PRIME is a mechanism designed to maximize

market potential, provide an equitable reward program, and obtain important market information in order to allow for better resource allocation decisions" Pry (1996, p. v). One of the goals of PRIME was to incentivize recruiters to maximally recruit from their region rather than to minimally meet their allocated monthly goal.

Some have gone so far as to recommend monetary bonuses in order to incentivize military recruiters as one would their civilian counterparts. For example, following the research of Lyons & Reister (1993), Anderson & Whitaker (1994) investigate the feasibility of replacing the the Army's goal-based system with a monetary-based one, concluding that "...simulated monetary bonuses motivate actual recruiters to increase their estimated recruit production. The authors believe that the Bonus Incentive Recruiting Model (BIRM) mechanism provides the best opportunity for efficient resource allocation within USAREC" (p. v). They go on to say that, "To determine the actual feasibility of providing monetary bonuses to recruiters, the authors believe USAREC should further test the BIRM mechanism and offer actual monetary bonuses to participants in order to determine recruiters true behavior" (p. 56).

In fact, a monetary bonus scheme was implemented for National Guard recruiting in 2005 and subsequently terminated in 2012 as a result of a massive fraud scheme (Brook, 2014; Londoño, 2014). As reported in *The New York Times*:

> *An Army program meant to increase the number of recruits during the Iraq and Afghanistan wars devolved into an illegal free-for-all that could cost taxpayers close to $100 million, military investigators say, describing new details of what they called a long-running scheme among National Guard recruiters that went undetected for years* (Cooper, 2014).

4.5.3 Recruit Incentives

In addition to recruiter incentives, many have recommended improving recruiting by providing any number of incentives to the recruits themselves. The most basic incentive is financial, where the Navy offers a monetary bonus to attract individuals into specific occupations. As reported by the *United States Naval Institute News* in January of 2014,

> *Testifying on Thursday at the first House hearing in more than a year on recruiting and retention, Rear Adm. Annie Andrews said bluntly that enlisted bonuses help the Navy "get the right sailor to the right place with the right skills at the right time" and that it was a particularly attractive tool in enticing young men and women who do not show a propensity for military service* (USNI, 2014).

In addition to enlistment bonuses, others have proposed various benefits intended to improve both recruiting and retention. For example, (Worthington *et al.*, 2000, p. 20) proposed expanding the G.I. Bill and various loan programs:

- "Allow the Montgomery GI Bill and Service College Funds to be transferred to qualified spouse and immediate families of eligible servicemen."

- "Expand the Department of Defense loan repayment program with new Congressional legislation that broadens the bill beyond current restrictions requiring Department of Education guarantees and that loans are in good status. Specifically, allow repayment of all loans that can be documented as being used for the pursuit of post-secondary education and permit repayment of loans that are in default or in arrears."

While monetary incentives and expanding benefits improve recruiting, they also represent a real cost to the Department of Defense. For example, a report by the Bipartisan Policy Center and the American Enterprise Institute concludes that the DoD spent 42 percent more on service members' total compensation (including salary, health care, retirement programs, commissaries, and other services) in 2012 compared to 2001: In 2014 dollars, the difference is $88,000 per service member in 2001 vs. $125,000 in 2012 (BPC, 2014; The Week, 2014). Indeed, the Secretary of Defense recently said,

> *Without serious attempts to achieve significant savings in this area – which consumes roughly half of the DoD budget and is increasing every year – we risk becoming an unbalanced force ... one that is well-compensated, but poorly trained and equipped, with limited readiness and capability* (Tilghman, 2013).

In a similar vein, the Bipartisan Policy Center report concludes,

> *Unless structural changes come soon, the only way to meet the sequester spending caps set in the Budget Control Act of 2011 would be to continue to shrink the armed forces or cut other essential portions of the defense budget. There is no doubt that unchecked personnel cost growth would crowd out other critical investments in training, readiness, modernization, and innovation* (BPC, 2014, p. 6).

4.5.4 Reducing Delayed Entry Program (DEP) Attrition

The Delayed Entry Program (DEP) is most fundamentally a queue of recruits waiting to go to bootcamp. These individuals have successfully completed the entire recruiting process and have signed contracts to join the Navy. Hence, the loss of a "DEPer" prior to them shipping to bootcamp represents a significant waste of recruiting resources. To avoid this, recruiters of all services invest a significant amount of effort managing the individuals in their DEP queue, and various suggestions have been put forward about now to reduce DEP attrition.

For example, Johnson (2005) described a Navy effort from 2002 to 2005 to conduct "DEP Family Expos" that consisted of events held on naval installations, where the DEPpers took tours of Navy Exchanges, Commissaries, housing areas, recreation centers, and other base facilities. The goal was to reduce DEP attrition, as well as improve the recruiting process, through parental involvement. In a subsequent survey of parents who attended an Expo, CNRC concluded that "Those attending DEP Expo were more informed, more comfortable with DEPer's decision to join the Navy, and more aware of Navy Programs" (Johnson, 2005, slide 12).

In addition, others have proposed using the DEP to ensure that recruits are better prepared for bootcamp. For example, the GAO (1998, p. 3) says,

> *Although all the services give recruits in the delayed entry programs access to their physical fitness facilities and encourage the recruits to become or stay physically fit, only the Marine Corps conducts regular physical training for recruits who are waiting to go to basic training. Although recruits who are physically fit are more likely to complete basic training, only the Marine Corps requires all recruits to take a physical fitness test before reporting to basic training.*

4.6 Summary

In this chapter we have examined a number of proposed potential improvements described in the literature, as well as any evidence we have gleaned about whether any of these proposed improvements have been shown to be effective. Returning to the objective of this research, we note that very few of these proposed recruiting process changes are directly focused on the Millennial and post-Millennial generations. For example, whether or not joint recruiting, the use of civilian recruiters, and enhanced recruiter screening will improve the effectiveness of military recruiting overall, there is no evidence that these changes will specifically boost the recruitment of Millennials and post-Millennials. The same is true of the proposed recruiting process changes described in Section 4.5.

Of all the ideas proposed in the literature, the only one with clear applicability to the Millennials and post-Millennials is for military recruiting to expand its presence in social media and other Internet-enabled virtual environments. Yet, we also must note that while the Millennials and the generations to follow are on the leading edge of this revolution in information transmission and communication, as Table 1.1 on page 2 shows, this is also a broad societal transformation. Now, as previously mentioned, while all of the services already have some form of social media presence, they are still learning how to most effectively use these media. We'll come back to this point in Chapter 6 where, because social media software and trends change rapidly and will likely continue to change, it is important for the Navy to be able to quickly optimize their recruiting approach within a particular medium and also be able to promptly adapt as conditions and media change.

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CHAPTER 5:
Recruiting Experiments

> *[E]very action you take in product development, in marketing, every conversation you have, everything you do – is an experiment. If you can conceptualize your work not as building features, not as launching campaigns, but as running experiments, you can get radically more done with less effort.*
>
> Eric Ries (1979 –)

In this chapter, we discuss why and briefly describe how the Navy should be doing recruiting experiments, including defining what what we mean by the term "experiment," and we summarize past efforts to conduct experiments designed to learn about recruiting. While recruiting experiments have previously been done, they have been few in number, far in the past, and largely restricted to the Army.

5.1 Why Experiment?

Over 40 years ago, Haggstrom (1973, p. 1) answered this question as follows:

> *...there is an urgent need for controlled experimentation in the military to assess the effectiveness of current and proposed personnel programs, especially those associated with manpower procurement and utilization. In many cases in the past, opportunities for evaluating new programs have been lost through the servicewide implementation of new programs that had neither pilot studies before nor follow-up studies after implementation to analyze their effectiveness. As a result, the military have accumulated a varied assortment of personnel programs of unknown worth, and they have gained little reliable information to guide the choice of future policies.*

Unfortunately, this is as true today as it was in 1973. As Haggstrom (1973, p. 22) writes, "One reason that more pilot studies have not been conducted in the past may be that military leaders tend to be action oriented. Doing an experiment means putting off making a decision until more information becomes available and may be labeled as indecisiveness, not a highly valued trait in the military." However, decision making based on the results of well-conducted empirical experiments and other studies is more likely to result in better decisions and, as Eric Ries' quote above notes, can result in greater organizational efficiencies.

Haggstrom goes on to talk about the obligation of the military to experiment, saying:

> *The military services are involved in distributing scarce resources—manpower, talent, time, equipment, and a tremendous amount of money. Given the magnitude of the costs associated with erroneous decisions, as well as the foregone opportunities to invest these resources in other ways, the military has an obligation to evaluate new programs* before *they are implemented to see how to strengthen them, to determine whether to keep them or scrap them, and to learn from them* (p. 21).

Recruiting is clearly vital to the health of the Navy. The fact that the recruiting environment changes over time in response to changes in local and global conditions suggests that an ongoing program of experimentation might lead to improvement in recruiting efficiency. However, since the Navy has met its enlisted recruiting goals for the past seven years (DoD, 2014; Langford, 2014), there is the temptation maintain the status quo, both because it is less labor intensive and because it is seemingly less risky than making changes to the current system.

Yet, an institutional aversion to making recruiting process changes may be short-sighted for several reasons. First, it is widely anticipated that the recruiting environment will become more difficult in the short term, as the national economy recovers, albeit unevenly (Matthews & Tanzi, 2014). Thus in the near future it may be more important to understand the drivers behind successful recruiting than it is now. Second, understanding the dynamics of recruiting should, in principle, allow increased efficiency, freeing resources for other use elsewhere in the Navy. Third, that understanding should permit flexibility in the face of changes in either the Navy's recruiting mission or in the outside world.

For example, if the Navy has an increased need for recruits with certain qualifications or attributes, understanding the techniques needed to recruit specific individuals will be invaluable. Moreover, generational changes in the worldview of recruitable individuals (e.g., Millennials and post-Millennials), and changes in the sorts of competitors that the market offers them, might best be met with changes in the Navy's approaches to recruiting and retaining these individuals. That is, as the world changes, Navy recruiting should presumably change with it. For these reasons, we believe an ongoing program of experimentation in recruiting will benefit the Navy in the long term.

5.2 What is an Experiment?

As defined by the the *Oxford Dictionaries*, an experiment is "A scientific procedure undertaken to make a discovery, test a hypothesis, or demonstrate a known fact." For the purposes of military recruiting, an experiment is conducted when two or more different inputs are used in a recruiting process, with the goal of assessing the differences in the system's output that are associated with that change of input. An experiment is performed on an *experimental unit*, which for our purposes will usually be a single recruit. (We can also imagine experiments being performed on recruiters, allowing some to set their own hours, for example, and then perhaps trying to measure their job satisfaction, but here we consider the recruit as the experimental unit.) The *treatment* is the set of inputs applied to that recruit. These might be bonuses or programs; they might be techniques like assigning a recruiter of a similar ethnicity; or something else. Of course, each recruit can receive only one set of treatments. We will measure the result, the *outcome* of interest for each recruit and

aggregate those outcomes across stations (or districts or some other unit of aggregation). A recruit's outcome might be whether he or she completed initial training, but it might also be survival through the Delayed Entry Program, completion of A school, or another result of interest.

The goal is to evaluate the change in output from the recruiting station – perhaps number of recruits per recruiter per month – associated with a change in input – say, bonus programs or other terms offered. In a laboratory experiment it is often fairly straightforward to change only a few inputs and to keep the remainder constant. If these inputs are under the control of the experimenter, and the experiment can be replicated at will, the results of the experiment can be used to draw conclusions about the effects of the inputs on the outputs. Of course there is usually some noise in measurements: we don't expect identical recruits to take identical actions. Therefore, it is important that the experiment operate on enough experimental units that the effect of changing the inputs can be reliably separated from the sort of randomness that would be present anyway. This separation requires that the analyst have some idea of what the "usual" noise level is, but often that can be estimated by repeating the experiment a number of times.

In the real world, however, things are more problematic. The "inputs" to the recruiting station's productivity include more than just interchangeable attributes like bonuses, programs, or promises of specialties. Recruiting is affected by external factors like local economic conditions, in the form of job opportunities for high-school graduates, or competition, in the form of availability of higher education nearby. For that matter, recruiting is also affected by attributes of the recruiters themselves – whether they speak the language of the recruit's parents, perhaps or whether their personality is compatible with that of the recruit. This sort of input is impossible to replicate. Indeed, no two recruits face exactly the same recruiting environment. Finally, in the recruiting context the numbers of recruits per month at a particular station are generally equal to, or very close to, the station's mission. Recruiters have a very strong incentive to meet their mission but little incentive to produce too many more recruits. Experiments that try to measure the increased number of recruits associated with a benefit will run into this problem.

These problems do not render an experiment pointless. First, we rely on detecting *average* effects across stations (or districts, or other regions). We can never recruit the same person twice, but we can offer a particular incentive to a number of recruits at one station, and decline to offer that incentive at another, similar station, and observe the difference in production at those two stations. If the two stations are exactly identical, in terms of the population they served and all of their other attributes, then the difference in production would be able to be attributed to the incentive being offered. When the two stations are similar but not identical, then we try to account for the differences as best we can. To get at the problem of recruiters always meeting mission, we acknowledge that under the current system the raw numbers of recruits are likely not going to be a subject of the experiment. Naturally changing the recruiters' incentive system is a good long-term approach, but hoping to do that may be impractical. Instead we design experiments that offer incentives for specific behavior, to see if we can entice recruits into longer terms, perhaps, or hard-to-fill specialties.

The important problem that experimental designers seek to eliminate is *confounding*. This is the statistician's term for when the effect being measured is correlated with another effect that is not the

subject of the experiment. For example, imagine that the Navy is interested in the effect on recruiting of a particular bonus program. They might offer the program at a few stations in June through September, say; remove the program for the months of October through January; and then compare the productivity of the stations during those time periods. However, October through January tend to be more productive months on average anyway. (We recognize that production depends very closely on assigned mission; this is just an example.) Any increase in October through January production might be the result of the new program being offered, but it might be the outcome we would have seen anyway, since those are more productive months. We say that the effect of the program is "confounded" with the high productivity of the fall months.

Confounding can be subtle. For example, imagine a program in which recruits are offered a program under which college funding is made available in exchange for a longer commitment. The temptation is to compare the set of recruits who volunteered for the program to the set who do not. This, of course, is the problem of self-selection; the two groups of recruits presumably have different goals and desires. The comparison of recruiting success would be confounded with this unmeasurable difference between recruits who selected themselves for the program and those who did not.

Instead, suppose that recruits were offered the program at random, with some permitted to accept it and others not offered it at all. Because the assignment of recruits to programs is random, we can be confident that, with large enough samples, the group offered the program and the group not offered it will be similar. In that case the two groups' performance will differ not because of recruits' goals but because of the program – assuming all other confounders are excluded.

The art and science of designing an experiment involves minimizing confounding through random assignment as well as through other techniques like blocking. It is important that the designer understand the particulars of the recruiting process in order to design an experiment. Appendix D describes some of the important considerations in experimental design in more detail, and gives examples of how they might apply in the recruiting setting.

5.3 What *Isn't* an Experiment?

It may be useful to say a few words about approaches that are *not* experiments. It is common to impose a new policy, wait a bit, compare the results under the new policy with the results under the old, and declare that the observed difference is due to the policy change. In the highly-controlled environment of a laboratory, this may be reasonable, but in manpower and recruiting realms this conclusion is unwarranted because any observed differences could be due seasonal fluctuations, changes in external economic factors, changes in deployment rates, and anything else that might have changed the recruiting environment.

Further, any type of *observational* study is not an experiment. An observational study is any study where the assignment of the treatment to subjects is not under the control of the analyst. These types of studies often arise when the choice of treatment is left to the discretion of the subject, such as when recruits are given a choice of recruitment options. At issue is that, because the analyst cannot know how or why each subjects does or does not get a treatment, the results of observational studies may be confounded with other factors, observed or unobserved, and it is thus impossible to

conclude that there is a cause and effect relationship between the treatment and outcome.

But that is exactly the desired outcome of any recruiting experiment – we want to be able to say that treatment "X" causes a particular outcome – and that is the power of conducting formal experiments.

This is not to say that all good ideas must be experiments. Often it is difficult or impossible to construct a proper control group. For example, Golfin and Katz (Golfin & Katz, 1999b) describe what they call an "experiment" in which the authors used Internet job-search sites to post Navy advertisements and detailed recruiters to search sites for resumes of interesting candidates. We do not agree that this effort is an "experiment" in the strict sense – but we do believe it to have been valuable.

5.4 Past Recruiting Experiments & Results

In this section we describe what appears to be the entire literature on recruiting experiments across the U.S. military. This does not include proposals for experiments that were never carried out. As we noted earlier, the list is quite short and generally consists of items from long ago conducted by the Army.

5.4.1 Early Work

The first treatment of experimentation in the context of military manpower appears to have been by Haggstrom (1973). His RAND report appeared around the time that the military was making the transition to an all-volunteer force and Haggstrom argued for "well-conceived pilot studies to reevaluate some of the key parameters affecting manpower supply ... and to provide real tests of the usefulness of changes in personnel practices" (p. iii). This report did not suggest specific experiments; rather, it described how experimentation can be carried out, and it concludes with "the military's obligation to experiment" previously mentioned. A subsequent RAND report (Haggstrom, 1975) describes an experiment conducted by the Army to assess the effect of enlistment contract alternatives. In that experiment, as Haggstrom says, "Guard and Reserve units in certain states were permitted to offer potential recruits the option of enlisting in a reserve unit for only three or four years instead of the usual six-year term." Figure 5.1 from Haggstrom (1975, p. 8) shows how the treatment was applied across the states.

The results of the experiment – increases in recruiting rates for both three- and four-year terms were approximately offset by predictions of increased losses – are interesting, but not directly relevant to Navy recruiting. What makes the report relevant is that it describes an actual controlled experiment applied to military recruiting. That said, Haggstrom and his collaborators acknowledge that experimentation in the field with military recruiting is difficult and that his own experiment had shortcomings "both in design and in execution" (Haggstrom, 1975, p. 65).

For example, states were assigned to one of three groups: those offering three-year terms, those offering four-year ones, and those offering six-year ones. The allocation of some states was set by policy, but the others were assigned so that states that had been "hurting" for enlistments were put, as far as possible, into the treatment groups (Haggstrom, 1975, p. 69). This confounded the effect of the term offer with the "state effect," which is the fact that some states produce recruits at

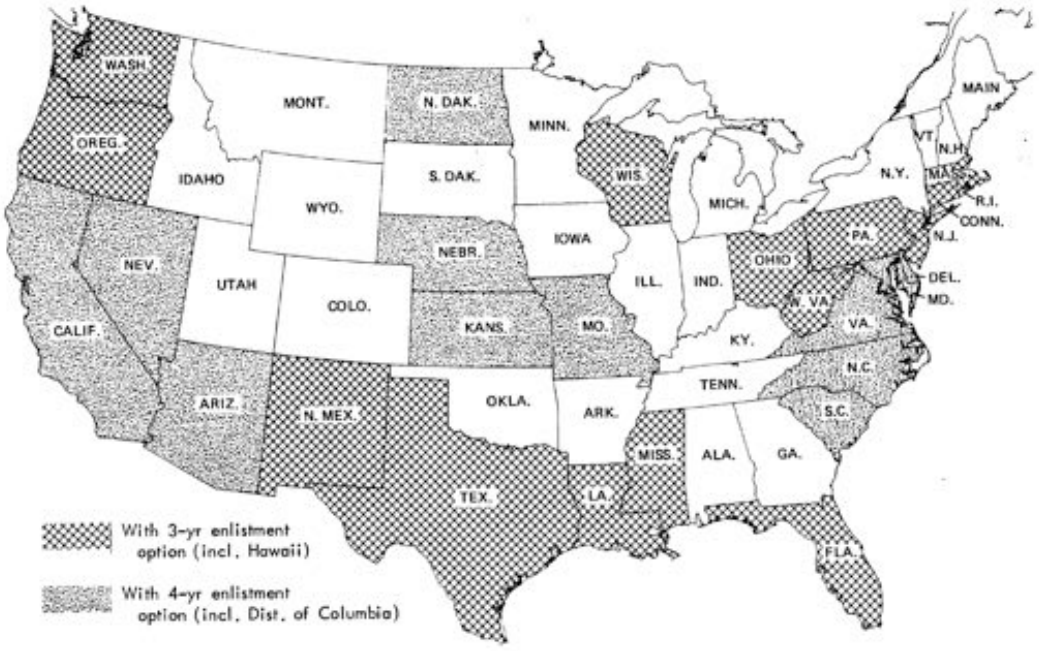

Fig. 1—U.S. Army Reserve variable tour experiment

Figure 5.1: Map of RAND Guard and Reserve experiment from Haggstrom (1975, p. 8).

higher rates than others. This experimental design had the potential to make the term offer look *less* effective than it really was, since it was preferentially being offered in states where enlistment was low anyway. Furthermore, the Army conducted intensive recruiting campaigns during the time of the experiment, and those campaigns took place "primarily in the 3×3 [three-year] states" (Haggstrom, 1975, p. 69). Here the effect of confounding the effect of the term offer with the recruiting campaigns would be to make the term offer look *more* effective – but there is no way to compare or disentangle this confounding with the other.

5.4.2 Other Experiments

The Enlistment Bonus Experiment

Polich *et al.* (1986) describe an experiment in which some Army recruits in some specialties were offered a standard bonus for a four-year term (but no bonus for a three-year term), others a larger four-year bonus, and a third group, either the larger bonus or a slightly smaller bonus for a three-year term. As shown in Figure 5.2, the nation was divided into three "cells," one for each bonus program. The first cell, acting as the control group, was offered in districts – Military Entrance Processing Station areas – covering 70% of the population. The other two programs were offered in districts covering 15% of the population each. Districts were assigned to cells at random but under some constraints to control for differences in economic conditions and enlistment rates measured over the preceding year. The authors also collected economic, advertising and other data during the

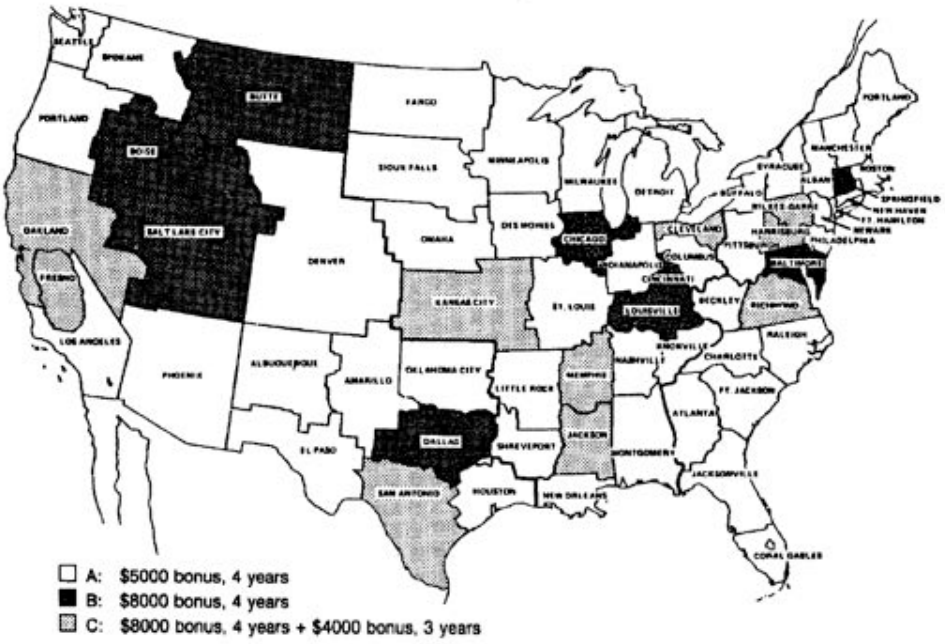

Figure 5.2: Map of RAND enlisted bonus experiment from Polich *et al.* (1986, p. 18).

course of the study to account for differences among regions.

The conclusion was that the bonus programs could produce gains in the number of high-quality recruits into the Army, as well as gains in the number of four-year terms selected. The programs also appeared to be successful in filling specific specialties. Most important from our perspective, this experiment was well designed and properly implemented.

The 2+2+4 Experiment

In the early 1990's, Buddin & Polich (1990) described an experiment in which the Army offered certain recruits the ability to select the so-called "2+2+4" program, under which the recruit would serve two years on active duty (after training time) in one of a specific set of hard-to-fill noncombat specialties, followed by two years in the Selected Reserve and four more in the Individual Ready Reserve. In exchange, the recruit would earn $\$8,000$ in Army College Fund benefits beyond the usual GI Bill amount.

The study in fact involved two experiments. In one, a random 70% of applicants was given eligibility for the 2+2+4 program, in additional to all other programs; the other 30% was not offered the 2+2+4. The Army Recruiting Battalions involved in this experiment comprise "Cell C" in Figure 5.3. This phase was intended to determine the effect of eligibility on the choice of term length and selection of specialty areas (since only certain jobs were permitted under the 2+2+4). The design controlled for the effect of choosing a two-year term, something that was unusual at the time, by allowing even

ALLOCATION OF BATTALIONS TO TEST CELLS

Cell A: Control Cell with 2+2+4 Program Unavailable

1H Newburgh	1N Syracuse	3H Montgomery	3K Richmond
4D Denver	4G Kansas City	5C Cleveland	5H Indianapolis
6G Phoenix	6J Salt Lake City		

Cell B: 2+2+4 Program Available to All Qualified Recruits

1E Harrisburg	1G New York City	3G Miami	3J Raleigh
4C Dallas	4J Oklahoma City	5J Milwaukee	5K Minneapolis
6A San Francisco	6F Los Angeles		

Cell C: 2+2+4 Counselor Experiment with Random Program Offering

1A Albany	1B Baltimore	1C Boston	1D Brunswick
1F New Haven	1K Philadelphia	1L Pittsburgh	3A Atlanta
3B Beckley	3C Charlotte	3D Columbia	3E Jacksonville
3F Louisville	3I Nashville	4A Albuquerque	4E Houston
4F Jackson	4H Little Rock	4I New Orleans	4K San Antonio
4N St. Louis	5A Chicago	5B Cincinnati	5D Columbus
5E Des Moines	5F Detroit	5I Lansing	5L Omaha
5M Peoria	6H Portland	6I Sacramento	6K Santa Ana
6L Seattle			

Figure 5.3: Allocation of Army recruiting battalions to test cells in the 2+2+4 Experiment from Buddin & Polich (1990, p. 14).

ineligible recruits the opportunity to select a two-year term (but without the 2+2+4 benefit).

In the second experiment, the nation was divided into three geographic areas matched on certain demographic and other factors as shown in Figure 5.4. This is an example of blocking (see Section D.4 in Appendix D). In one, the program was offered to all eligible recruits; in a second, to none of them; and, in the third, largest group, the program was offered to 70% of eligible recruits chosen at random. This phase was intended to asses the effect of the program on the total numbers of recruits. The large cell permits a comparison similar to the one in the first phase of the experiment, to determine whether recruits are selecting the 2+2+4 option in preference to a four-year term.This design decision was a wise one, since the cost of offering the 2+2+4 option is both the monetary cost of the College Fund benefit and also the costs of having a recruit forego a four-year term – with the concomitant costs of recruiting a replacement, and of maintaining an Army with comparatively less overall experience.

Preliminary results are given in Buddin & Polich (1990), with follow-up in Buddin (1992). The

CHARACTERISTICS OF BALANCED TEST CELLS IN 1988 BASE PERIOD

Variable	Cell A	Cell B	Cell C	Overall
Percent of nation's high-quality qualified military available (QMA) population	20.97	21.41	58.58	100.00
Unemployment percentage	5.42	5.33	5.90	5.69
Wage rate	10.23	10.26	10.42	10.38
Per capita income	10168	10739	10249	10353
Percent nonwhite	14.94	19.74	16.98	17.13
Percent high-quality QMA in northeast	24	21	24	24
Percent high-quality QMA in southeast	14	12	17	15
Percent high-quality QMA in southwest	22	18	17	18
Percent high-quality QMA in midwest	23	25	27	26
Percent high-quality QMA in west	17	24	15	17
Recruiters per high-quality QMA	.49	.48	.50	0.49
High-quality female enlistment rate (%)	.95	0.94	.99	0.97
High-quality male enlistment rate (%)	5.06	5.03	5.25	5.17
High-quality concentration	23.90	21.39	21.74	21.88
High-quality mission per high-quality QMA	2.85	2.82	2.92	2.90
Local advertising per high-quality QMA	2.35	1.81	3.01	2.68
Percent high-quality contracts in noncombat jobs	69.03	68.51	69.09	68.99
Percent fill of Troup Program Unit (TPU) wartime strength requirement	88.97	92.15	93.16	92.51
Percent high-quality contracts in four-year contracts	72.78	71.03	73.02	

Figure 5.4: Test cell demographic characteristics comparison in the 2+2+4 Experiment from Buddin & Polich (1990, p. 15).

conclusions are that the program was generally successful in providing an extra set of recruits with two-year terms, without too much loss in the gain of those with four-year terms. We believe this experiment to have been well designed, and the analysis attempted to adjust for certain measurable factors like numbers of recruiters in an area from other services, local unemployment and wage rates, and so on. In general the 2+2+4 program, like the enlisted bonus program, provides a good example of what can be done in military recruiting experimentation.

Mailing CD-ROMs

Golfin & Katz (1999a) describe an experiment in which CD-ROMs were mailed to students at community colleges. The authors, associated with the Center for Naval Analyses, developed the CD "as a prototype for future efforts" (p. 2). Two-thousand names were randomly selected from a list of 30,000 names of students at community colleges and vocational schools, the sample being weighted towards men in a reasonable way. After some mailing difficulties, around $1,900$ of the disks appear to have been delivered. Recipients were instructed to call a special "cyber-recruiting" office if they were interested. The authors then matched, to the best of their ability, the names of

new recruits back to the list of names to whom disks were sent, since in most cases social security numbers were not available. (They note that some recruits may have been the result of a disks being passed between friends, but that this effect is very difficult to measure directly.)

Finally, the authors compared the cost per contract for this effort to the cost per contract associated with other direct mail efforts. The authors note that "[a]ll of the services spend large sums of money each year mailing form letters and brochures to targeted audiences" (p. 2). This "other direct mail" rate looked at direct mail sent "to the workforce," which was defined as "anyone in the recruitable population who is not in high school – including both high school graduates and dropouts" (p. 8). The conclusion is that the CD-ROM approach is a cost-effective one.

This study suffers, in our opinion, from a couple of flaws. The timing of the delivery was imperfect – the disks were delivered in February, but the lists were drawn the preceding summer, meaning they included students who had already graduated. The idea of a random selection of students is a good one. However, the comparison between cost per contract rates is flawed. The "control" group, the one to which the community college students are being compared, is not like the "treatment" group, since the former includes high school dropouts and working graduates. We would expect community college students to be more academic than these groups; the extent to which that would affect recruitability is unclear. A better choice might have been to send one set of mailings including a CD-ROM to a randomly selected group of community college students, and a second mailing without the disk to a second random group of community college students. (For higher precision, the groups might have been selected with an eye towards balancing geographic areas or areas of study; see section D.4.) Had two random samples been used, any difference between the two contract rates could have been attributed mostly to the presence or absence of the CD in the mailing.

The Marketing-Enhanced Recruiting Stations Experiment

Fricker & Fair (2003) describe the beginnings of an experiment in which a "marketing-enhanced recruiting station" (MERS) was put in place at a Virginia shopping mall. This station had video screens showing promotional videos, computers with access to military web sites, and other high-tech accoutrements – even an exercise area for recruits, whose use was disallowed because of liability concerns. Unlike a standard station, the MERS included recruiters from all five services and incorporated a marketing mission as well as a recruiting one. Originally the services planned to create thirty such stations and then evaluate their performance.

As it happens, no other MERS were ever built. Fricker & Fair (2003) make a number of interesting comparisons from what data is available (for example, from other, standard stations located in shopping malls). But even evaluating the performance of the single MERS is difficult, because its uniqueness was not exploited by the services. For example, the nearby recruiting station stayed open; there was "[no] type of marketing or advertising to exploit the station location," nor did recruiters work on Thursday or Friday evenings, or on weekends, when the mall had large numbers of visitors (Fricker & Fair, 2003, p. xviii). There is information to be learned, but with the cancellation of the program, this was ultimately an aborted experiment that never lived up to its initial goal.

5.5 Summary

The set of actual recruiting experiments performed is very small. Our beliefs as to why this it true are purely conjectural, but we expect that it is driven at least partly by the unwillingness to disrupt a system that is currently working. An experiment requires people, so the cost of conducting one is non-zero, and it might be high if it involves, say, giving out new bonuses. Of course it is always easier to continue current operations within an existing budget than to potentially disrupt operations with an experiment that also may require securing additional funding to execute. The successful experiments we describe here required the endorsement of high-ranking military officials.

Many experiments require a lot of training of recruiters and their supervisors, and since these people are already busy they might resent having to implement unproven approaches, particularly if they feel that have been in a disadvantageous position compared to the peers against whom they compete for promotion. (They might equally welcome flexibility and innovation.) In any experiment it will be important to provide the proper incentives to recruiters. If recruiters have, as their primary incentive, producing the number of recruits in their mission, then that is the goal to which they will devote their time, and an experiment that is seen as interfering with that mission will probably not receive the consideration it deserves. Experimenters may need to work with recruiters and their supervisors to ensure that recruiters are given incentives to conduct the experiment and rewarded if they do. A recruiter cannot believe that he or she will be punished for, for example, being assigned to a control group.

Unfortunately, the lack of scientific study is not unique to military recruiting. A recent discussion on National Public Radio speaks to this:

> *Here's a reality of public policy. You know, government programs that affect the economy or public safety or individual's lives. The reality is when we debate public policy; we often have no idea what we're talking about. Even members of Congress may sometimes have no idea because they can't. We do not analyze public policy with anywhere close to the scientific rigor with which we analyze the efficacy of drugs or the safety of cars. We don't study it in that way* (Vedantam, 2014).

The discussion goes on to say:

> *I think it's worth mentioning ... the value here is in applying scientific tools to understanding public policy in order to make it smarter. It really makes no sense that marketers selling toys have better data on what works and what doesn't than policy makers who are spending billions and billions of dollars* (Vedantam, 2014).

Hence, though we acknowledge the difficulties in conducting military recruiting experiments, ultimately we must agree with Haggstrom (1973) that the services have an obligation to experiment in order to determine how to operate more efficiently. As we discuss further in Chapter 6, it is important to establish an on-going experimentation program since, by the time the results are needed it is too late to start experimenting.

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CHAPTER 6:
Putting It All Together: Findings & Recommendations

To improve is to change; to be perfect is to change often.

Winston Churchill (1874 – 1965)

In this chapter, we bring together everything from Chapters 1 through 5 in order to provide CRNC with actionable recommendations for improving Navy recruiting, particularly for the Millennial and post-Millennial generations. In doing so, we return to the questions we asked in Chapter 1:

- What strategies should Navy recruiting be considering to best entice the Millennial generation to enlist in the Navy?
- What strategic plans and decisions should Commander, Navy Recruiting Command (CNRC) be making today to lay the groundwork for the post-Millennial recruit of tomorrow?

In developing our recommendations, we were tasked to "Identify and evaluate past alternative recruiting efforts with an emphasis on assessing the quantitative evidence (if any) of performance." The goal was to identify *proven* recruiting strategies and methods and, when we began this research, we anticipated synthesizing an extensive literature containing empirical evaluations of the various recruiting strategies and methods. However, as Chapter 5 makes clear, very little empirical assessment has been done in either civilian or military recruiting.

Thus, in this chapter we propose *potential improvements* to Navy recruiting, some of which seem to be obvious improvements, but all of which need to be carefully evaluated before full-scale implementation. This leads to one of our major recommendations: the military recruiting community must establish a program of research and experimentation focused on testing new recruiting approaches in order to improve how military recruiting is done. More on this point later in the chapter.

This chapter is organized in terms of "Findings," which are conclusions we have reached based on the information we collected and summarized in Chapters 1 through 5. Typically, a finding is a current need or an observed shortcoming in current military recruiting processes, where the focus in on shortcomings for most effectively recruiting Millennials and post-Millennials. The "Recommendations" that follow the findings are intended to address the need or shortcoming, again in the context of recruiting Millennials and post-Millennials.

Note that we cannot calculate the increase in recruiting efficiency or return on investment (ROI) for each of our recommendations. To do so would require information that is not available in the literature, where we didn't find *any* data on efficiency improvements or ROI for our recommendations. This brings us back to the need for experimentation, where the experimentation must be done in such a way that decision makers can both evaluate whether the change is effective *and* whether the performance improvement is worth the effort and cost to implement.

6.1 Millennial and Post-Millennial Recruiting Recommendations

As described in Chapter 3, members of Generation Z are the first true digital natives and the Millennials are both high users of technology and very technically savvy. Millennials are more connected than any previous generation and all trends indicate that future generations will only be more connected. Phrased as a question we can state the issue as follows:

Issue: Does the current communications technology provided to Navy recruiters meet the minimum requirements to enable recruitment of the Millennial generation?

Now, while it is quite a challenge to keep up with the pace of technological change today, it is imperative that NRC does so in order to ensure that Navy recruiters can most effectively and efficiently communicate with Millennials and post-Millennials. This leads to our first and perhaps most obvious finding.

Finding: Recruiting organizations must be at the technological forefront of the on-going digital revolution in order to most effectively communicate with, interact with, and recruit members of the Millennial and post-Millennial generations.

Returning to Table 1.1 in Chapter 1 (see page 2), almost 100% of the American public uses cell phones, more than half of Americans own smartphones (Smith, 2013) – with 85% of Millennials owing smartphones (Nielsen, 2014) – and some predict that by 2020 virtually all cell phones will be smartphones (Dediu, 2013). Over two years ago now, in a September 2012 survey, PewResearch concluded that "fully 95% of all teens ages 12-17 are now online" (PewResearch, 2013). Furthermore, as we discussed in Chapter 3, Millennials expect to be able to communicate easily via their media and technology of choice.

Finding: The technology provided to Navy recruiters (smartphones and laptops) lags what is used by Millennials, the commercial sector, and the other military services.

The Army, Marine Corps and Air Force recruiters we visited all had and are using smartphones. In contrast, the Navy recruiters we visited had much older phones. Furthermore, as recently reported by Nielsen:

> *Millennials are one of the largest population segments in the U.S., totaling about 77 million, on par with Baby Boomers. And these young consumers are the largest segment of smartphone owners. In the second-quarter 2014, 85% of Millennials aged 18-24 own devices and 86% aged 25-34 own them, an increase from 77% and 80%, respectively, in second-quarter 2013* (Nielsen, 2014).

These findings lead to the following recommendations.

- **Recommendation 1: Outfit Navy recruiters with the latest smartphones and laptops and, in the future, whatever technology replaces smartphones and laptops.** The Navy is now the only service whose recruiters are *not* outfitted with smartphones. By "latest smartphones,"

we mean that the phones must have the most up-to-date functionality and they must be capable of accessing the latest communication modes and media used by the current generation, which today includes texting, e-mail, and web browsing for access to social media.

- **Recommendation 2: Refresh Navy recruiter technology (smartphones and laptops) at least every three years.** Given the rapid pace of technological change, it is critical that NRC continually refresh recruiter technology or it will quickly become dated, creating barriers to communications with the target recruiting population.
  - This suggests an recurring annual budgetary requirement for smartphone and laptop replacement costs for at least one-third of the recruiting staff. As a new NRC requirement, which is on the order of $2-3 million per year.
  - It also suggests that NRC N6 will to need possess the resources and expertise to track the marketplace so that the most appropriate technology is bought and fielded *and* the enterprise-wide IT system is continually maintained and upgraded to support the new technology.

- **Recommendation 3: Use commercial networks, to the greatest extent possible, to support Navy recruiter communication systems and operations.** While there will always be a need to use military networks such as NMCI and NGEN, emphasis should be given to having recruiters on the same networks as applicants, which means using commercial networks rather than military intranets whenever possible. The goal here is to mitigate barriers to the easy and smooth communication between recruiters and applicants, where Millennials *expect* smooth communications and they will balk at anything less.
  - Of course, it is imperative that applicant information is fully protected, which means the necessary and appropriate security must be built into the systems. However, excessive security requirements, particularly unique military requirements, should be avoided to the greatest extent possible. Key is to appropriately balance data breach risks with the very real mission costs that accrue to NRC when recruiter-applicant communications are impeded. Emphasis must be placed on the potential recruits user experience with the system and ensuring that it is positive.
  - Networks must also have sufficient bandwidth and data capacity so that recruiters have capabilities that exceed those of the applicants they are working to enlist in the Navy. This is both an issue of recruiter operational efficiency *and* one of U.S. Navy appearance – it is hard to convince an applicant that he or she is joining a high-tech organization if the recruiter is using outdated technology.

Recommendations 1 through 3 suggest that NRC N2/N6 must have or develop an organic capability for regularly assessing and evaluating commercial technology, including identifying leading edge, but mature, technology for fielding to recruiters. Similarly, NRC must have contracting capabilities for executing annual technology purchases in support of the recruiters in the field, including the ability to negotiate favorable pricing from vendors in order to exploit efficiencies of scale, and the ability to distribute and maintain the technology in the field.

Now, in addition to ensuring that Navy recruiters have the technology to efficiently and effectively communicate with Millennials, Millennials expect to be able to use social and other media to learn about and interact with the Navy, leading to the following question:

Issue: Are standard mediums of communication (brick and mortar, telephonic) adequate to facilitate the interaction between recruiter and the Millennial generation?

Finding: NRC virtual recruiting and social media enterprises both require expansion to meet Millennial and post-Millennial expectations.

As Mr. Paul Colley, marketing manager for Royal Navy recruiting said, "We need to message into their reality" (Colley, 2014). To do so requires a relevant presence on the necessary media, using current hardware and software, in order to convey the appropriate message content and other information. This is as simple as the fact that recruiters need to interact with applicants using the communication medium or media that the applicants use and this finding leads to a number of additional recommendations.

- **Recommendation 4: Expand NRC's virtual recruiting enterprise, to include increased capacity and the capability to initiate applications that can then be passed electronically to local recruiters.** While there will always be a need for recruiters to interact personally with applicants, it is also true that much of recruiting support process can or will be virtualized. For example, in the commercial sector, most initial job applications are processed completely electronically. Furthermore, Millennials expect to use the Internet-based technology to both learn about the Navy and to interact with the Navy (Fromm & Garton, 2013). In this effort, NRC should explore USAREC's virtual recruiting model as a benchmark against which to design, field and operate its system (see Chapter 2 and Section A.1 in Appendix A.)

- **Recommendation 5: Ensure all Navy recruiting websites, social media, and all other Internet-based communications are optimized for mobile devices like smartphones.** Millennials use their mobile devices for the majority of their electronic interaction, including texting, e-mail, social media interaction, and other Internet-based activities (Fromm & Garton, 2013). The post-Millennial generations are expected to be even more mobile device dependent. Because of this, it is imperative that all Navy media be optimized so that applicants have exceptional experiences on their mobile devices.

- **Recommendation 6: Structure Navy systems, policies & procedures, marketing, and recruiter training so that potential applicants have a consistent experience throughout the recruiting process.** As the modes by which an applicant can interact with Navy recruiting proliferate (mass advertising, Internet-based media, virtual recruiting chats, telephone, and face-to-face with local recruiters), it is important that the messages and information are synchronized. A good benchmark, as discussed in Section 2.4.1 of Chapter 2, is the Royal Navy that explicitly manages "tone of voice" across their recruiting enterprise, where they want the applicant to have the same experience whether he or she "calls, clicks, or comes in." As CAPT Cameron, RN describes, message inconsistencies and disconnects can arise between

the marketing and operational sides of a recruiting organization and, as more processes become virtualized it is important to ensure messaging and applicant experiences across media and systems are consistent.

- **Recommendation 7: Implement policies and procedures that allow, encourage, and train Navy recruiters to establish a local social media presence and to use that presence to effectively recruit in their local communities.** Appropriately applied, social media can be an effective way to establish and nurture networks among new recruits (DEPpers), current and interested applicants, and potential and future applicants. To do so, local recruiters must have the ability and skills to create and maintain social media sites at the local level. As discussed in Chapter 3, Millennials and post-Millennials expect social media to be interactive and relevant at the personal level. That is, they expect to be able to individually interact with another person via social media, and they expect the interaction to be personalized. Using social media as a mass advertising outlet does not work with Millennials and, in fact, is viewed negatively. Other services allow their local recruiters to maintain local recruiting sites and to (appropriately) use social media for recruiting activities.

Ultimately, what these recommendations come down to is that NRC and Navy recruiters need to operate at the forefront of the on-going digital revolution. This presents a number of management, technological, and contracting challenges for a large government agency like NRC, but it is an imperative if the Navy want to be seen as: (1) an employer of choice to Millennials and post-Millennials, and (2) the high-technology organization that it is.

In terms of the latter point, it is *not* enough for the Navy to advertise itself as a high technology organization. As discussed in Chapter 3, Millennials are skeptical of advertising. The Navy's representatives – i.e., Navy recruiters – must *demonstrate* that it is a high technology service and one way to do this is to ensure that recruiters have leading edge communications and other technology. Simply put, Millennials observing recruiters who show up with outdated flip phones and older laptops will then discount all the advertising claims touting the Navy as a high technology organization.

6.2 NRC-as-a-Learning-Organization Strategic Changes

A strategic objective in Navy Recruiting Command's 2013 Business Plan is to "become a learning organization" (CNRC, 2014, enclosure (1), p. 9). In support of this objective, the Business Plan says NRC will "[d]evelop and implement Knowledge Management systems within Navy Recruiting to capitalize on training and foster organizational learning." And, as discussed in Section 2.1, the Business Plan also says that NRC will "continually adapt our business to the dynamic recruiting market" (CNRC, 2014, enclosure (1), p. 3). Stated as a question then,

Issue: How does NRC become a learning organization?

We fully agree that NRC must become a learning organization in order to effectively adapt Navy recruiting to changes in the market, a market that is rapidly evolving as a result of many factors. However, we suggest that the implementation of a knowledge management system, while helpful, will only facilitate individual learning within the organization – it will *not* make NRC a learning

organization.

In a *Harvard Business Review* article, Garvin *et al.* (2008) say that:

> *Leaders may think that getting their organizations to learn is only a matter of articulating a clear vision, giving employees the right incentives, and providing lots of training. This assumption is not merely flawed–it's risky in the face of intensifying competition, advances in technology, and shifts in customer preferences.*

They go on to say,

> *Organizational research over the past two decades has revealed three broad factors that are essential for organizational learning and adaptability: a supportive learning environment, concrete learning processes and practices, and leadership behavior that provides reinforcement.*

Finding: In order to become a learning *organization*, NRC must go beyond the establishment of a Knowledge Management system.

That is, in order to become a learning *organization*, NRC must implement *organization-level structural changes* that will establish, promote, and nurture a culture of exploration and innovation in NRC. In particular, in an organization like NRC, where all aspects of the operation are optimized towards making monthly and annual recruiting targets, the challenge is to establish an organizational capacity outside of the daily pressures of making goal that can reflect, experiment, and innovate. Only then will the organization be able to learn how to change recruiting methods and processes in order to adapt to the market, including the Millennial and post-Millennial generations.

Now, this research effort is perhaps a first effort at learning about new recruiting practices so that NRC could adapt to the changing youth market. Unfortunately, as Chapter 5 is discusses in detail, since the implementation of the all-volunteer force, there is been little to no research conducted that would provide a rigorous, scientific basis upon which to make recruiting system change recommendations.

Finding: There is no experimental or other empirical evidence upon which to understand how recommended changes to the recruiting system – including those listed here and those described in Chapter 4 – will perform.

The need for conducting experimentation to improve military recruiting is not new: both Haggstrom (1973) and Fricker & Fair (2003) have previously argued for its need. In the sciences, recognition that experimentation is the foundation of knowledge is centuries old. For example, in 1902 Henri Poincaré said, "Experiment is the sole source of truth. It alone can teach us something new; it alone can give us certainty" (Poincaré, 2011).

As discussed in Chapter 5, the few experiments that have been conducted were done decades ago and thus provide little relevant information for recruiting the Millennial and post-Millennial generations.

Yet, doing such experiments is not farfetched; for example, the field of Behavioral Economics is starting to bring experimentation to social science and public policy (Harford, 2014).

This finding leads to a number of recommendations which we consider critical to advancing the practice of military recruiting in the United States.

- **Recommendation 8: Establish a program of relevant experiment-based research that will inform how NRC adapts to future recruiting environments and challenges and supports data driven decision-making at all levels.** The goal of these experiments is to learn about and demonstrate *break-through innovations* in military recruiting. This recommendation is consistent with NRC's strategy to "Become a Learning Organization" (CNRC, 2012, enclosure (1), p. 9), but it extends well beyond the notion of developing and implementing knowledge management systems – it is about *generating knowledge*. This recommendation is also in accordance with a recent Secretary of Defense memorandum on innovation, where Secretary Hagel wrote: "We are entering an era where American dominance in key warfighting domains is eroding, and we must find new and creative ways to sustain, and in some areas expand, our advantages even as we deal with more limited resources." He went on to say, "we need to continue to further examine our business practices and find ways to be more efficient and effective" (Hagel, 2014). See Appendix E.

- **Recommendation 9: Create an organization within NRC with the expertise, resources, authority, and freedom to conduct recruiting experiments.** That is, in order to conduct rigorous and effective experiments, NRC must establish an internal organization that has the necessary:
  - *Expertise*, which includes both statistical expertise to rigorously design and analyze the experiments and recruiting expertise to help design, select and appropriately implement the experiments in the field;
  - *Resources*, which includes both sufficient numbers of the personnel just described, but also access to actual recruiting resources so that the experiments can be conducted in the field under real-world conditions;
  - *Authority*, which includes both the authority to conduct experiments within the regions and districts and an independent budget that will support the experiments and to cut across organizational lines; and,
  - *Freedom*, which includes both the ability to draw from various parts of NRC to support experiments and, most importantly, the capability to conduct experiments outside of region, district, and station mission goals. In addition, *the organization must have the freedom to fail* because not all experiments will work, and of those that do, not all will be deemed worthy of implementation.

  In particular, freeing experiments from the pressure of organizational recruiting goals is absolutely critical to their success. As Fricker & Fair (2003) discuss at length, experiments conducted within the recruit goaling system are destined to failure in the sense that they will fail to identify practices that improve recruiting performance. While this will require short-term impositions on the Navy recruiting enterprise, in which some recruiting assets will not

be working directly towards the current mission, an appropriately executed continuing program of experimentation will result in NRC – as an organization – learning how to conduct operations more efficiently and effectively. Over the the long term, this will free up resources.

To illustrate the idea of experimentation, NRC could conduct an experiment that assesses whether the Recruiter Assessment Battery (RAB) effectively identifies Navy recruiters who will perform well in the field. One motivation for the experiment is the anecdotal evidence that recruiter screening has contributed to better recruiter performance for the Air Force (see GAO, 1998 and the discussion in Section 2.3). While the RAB has been validated psychometrically, no evaluation has been conducted to determine whether it is useful for predicting recruiter performance in the operational recruiting environment. Furthermore, while the RAB is being administered to at least some potential recruiters, the screening "cut-off" score is currently set so low that NRC does not turn anyone away for a lack of innate recruiting ability (Noble, 2013).

The basic idea of this experiment would be to use the RAB to assess a cohort of new recruiters, then follow their performance in the field, and then assess how well their RAB scores predict their field performance. Of course, there would be a number of technical challenges (as well as organizational challenges) with conducting this experiment, including the following.

- As previously discussed, recruiter performance is not independent of assigned mission quotas and, in fact, is generally strongly influenced by mission quota. Hence, the experiment would need to be conducted using some recruiters who are either not assigned an explicit monthly mission, which presents a risk to NRC and the organizations in a given recruiter's chain of command that he or she will not perform as well without a goal, or who are assigned higher than normal missions so that not everyone makes their goal.
- In addition, the availability of recruits and their propensity to enlist in the military varies by geographic location. Thus, a valid experiment will have to control for these factors (as much as possible) before evaluating RAB effectiveness. However, there are a number of experiment design schemes that could be employed to control for these external sources of variation; the challenge here would be rigorous experimental design within the constraints of the existing systems and obtaining organizational buy-in throughout the chain of command.
- Finally, as discussed in Chapter 5 and Appendix D, the recruiters and their chain of command would need to be "blinded" to the existence of the experiment to the greatest extent possible. The issue here is that knowledge of the experimental conditions can affect the outcome and that would confound any determination of whether or not RAB screening is effective. Blinding presents practical, organizational, and possibly ethical issues that would have to be worked through.

However, as Haggstrom (1973), Haggstrom (1975), Buddin & Polich (1990), Buddin (1992), and a host of statistical, behavioral science, and behavioral economics literature show, these issues can be appropriately addressed.

Now, some might reject the need for this experiment saying, for example, that even if it turns out that the RAB does effectively predict recruiting performance in the field, NRC has little to no control

over who applies to become a recruiter and it generally must take whoever applies. That may be true today, but it does not have to be so in the future. Consider a scenario in which NRC *learns through experimentation* that those who score highly on the RAB are 50 percent more effective at recruiting than those who score low. Then NRC, using empirical evidence, could make the case to Navy leadership that, by implementing RAB screening throughout the fleet and rewarding sailors who score well and serve as recruiters (similar to what the Marine Corps currently does), the number of NRC recruiters could be cut by a third without impacting NRC's performance and ability to achieve mission. Under these conditions, it could well be that Navy leadership would find implementing new recruiter selection and reward policies worth the savings in resources that could then be applied elsewhere in the Fleet.

It is worth noting that these experimentation recommendations are consistent with comments recently made by the Commanding General of USAREC who said in an *Army* journal article:

> *As the Army enters an era requiring significant adaptation, research in the human dimension will become more important. The behavioral sciences, among other relevant disciplines, can help us better identify and recruit those most suitable to serve in future complex operating environments* (Batschelet *et al.*, 2014, p. 41).

He goes on to say:

> *A recruiting university would prove an important partner with the Army G-1, TRADOC and other important talent partners in combining vision, force and personnel requirements with military and civilian research into actionable policies and practices. The key is to establish an organization in which talent acquisition research is transferred to training and educating recruiters. A revitalized, robust commitment to talent acquisition research, largely coordinated at a recruiting university, would best blend the teaching and research components of higher education for the total force* (Batschelet *et al.*, 2014, p. 41).

6.3 Other Recruiting Strategy Recommendations

In the course of our research, we encountered a number of military recruiting ideas and approaches that, while not explicitly related to Millennial and post-Millennial recruiting, we thought were worthy of referral. Many of these are consistent with the 2013 Business Plan which states that NRC must "continually adapt our business to the dynamic recruiting market" (see Section 2.1 and CNRC, 2014, enclosure (1), p. 3).

In particular, the Business Plan describes a variety of initiatives intended to transition NRC recruiting processes that are "slow [and] labor intensive," "stove-piped," and "hierarchical" with "lengthy cycle time[s]" that are "facility dependent" and "not adaptive to quick market change" into "mobile recruiting" processes that are "fast / mobile / multipurpose," "responsive," and "IT connected" and that operate at the "speed of the market" (CNRC, 2014, enclosure (1), p. 12). Many of these recommendations also fit within this paradigm.

- **Recommendation 10: Build a robust NRC process improvement program.** Commercial industry and other parts of the private sector have established methods for conducting process improvement, such as the well-known Lean Six Sigma program. These tools and techniques could be used to help achieve the business transformation goals described in the 2013 NRC Business Plan. While NRC has a modest process improvement program that dates back to around 2006, consisting of a half-time program manager and a collateral duty deployment champion (Bolin, 2015), NRC could benefit from expanding and formalizing the program.

  In particular, NRC should
  - demonstrate vocal and continuous leadership commitment to process improvement;
  - integrate process improvement into the strategic infrastructure;
  - dedicate the necessary resourced to include a budget and personnel;
  - provide ongoing professional development in process improvement tools and techniques; and,
  - integrate ongoing process improvement efforts in contracting, logistics, IT, operations, and other areas under a single performance improvement umbrella.

  By way of comparison, the Air Force Recruiting Service has a mature process improvement program that was used to help re-design the new Air Force Recruiting Information Support System. NRC should consider using AFRS as a benchmark for its process improvement capability.

  Note that, in comparison to the recommendation to establish a program of relevant experiment-based research, which is intended to learn about and demonstrate break-through recruiting innovations, the goal of this recommendation is to make *incremental improvements* to current recruiting processes.

- **Recommendation 11: Re-establish the various DoD-wide recruiting working groups and conferences.** The military recruiting community used to have a robust set of conferences and meetings at which OSD, MEPCOM, and the recruiting commands met to share lessons learned. Over the past five years or so, all of these conferences and meetings have fallen victim to various budgetary and travel restrictions. While these conferences and meetings are not under the direct control of NRC, CNRC should work with OSD to re-establish and re-invigorate them.

- **Recommendation 12: Implement a annual recruiting conference with allied military recruiting organizations with all-volunteer forces.** In a similar vein, it would be worthwhile to establish a venue to meet with allied military recruiting organizations, such as the Captain Navy Recruiting of the Royal Navy and Defence Force Recruiting of the Australian Defence Force. There are many common challenges that all-voluntary militaries face when recruiting that would make sharing lessons learned among the organizations a valuable exercise. As part of this research we found significant interest in this with the Captain Navy Recruiting and Defence Force Recruiting, as well as OPNAV N1 and NRC N5.[11]

[11] Indeed, we even began preliminary planning with NRC N5 but ran out of time on the project to execute the meeting.

- **Recommendation 13: Enact an exchange program with other U.S. service recruiting organizations and allied military organizations.** While this report provides some insight into useful practices in other military recruiting organizations, it really only scratches the surface. One way to infuse NRC with new ideas and lessons learned from other organizations – that is, another avenue for NRC to become a learning organization – is to do exchange programs with the other U.S. recruiting organizations and our allied partners such as Captain Navy Recruiting and Defence Force Recruiting. As we see it, the exchange would be with experienced key personnel who would spend 3- to 6-months embedded operationally in a sister organization and whose counterpart in that organization would embed in NRC. This would undoubtedly result in an infusion of new ideas in both organizations.

- **Recommendation 14: Explore Royal Navy, Australian Defence Force, and other non-U.S. all volunteer military recruiting models.** In the course of this research, we had the privilege of spending a couple of days with both the Royal Navy's Captain Navy Recruiting and the Australian Defence Force Recruiting organization. We found the experience eye-opening. For example, as described in Chapter 2, both organizations successfully operate passive recruiting models that, in many ways, are the equivalent in the U.S. of eliminating the local recruiters, their stations, and much of their chain of command and relying on applicants to walk into essentially a MEPS station. Similarly, though every U.S. recruiter that we've talked to says that joint recruiting is not possible, the Australian Defence Force Recruiting organization is expertly conducing joint recruiting. And, DFR has implemented a public-private recruiting model that looks to be working quite well. While they may not translate directly into the U.S. military recruiting market or current organizational design, seeing these different recruiting models operate effectively suggests alternatives to the current U.S. recruiting model that may be worth exploring. And, particular implementation details aside, just observing alternate recruiting models may suggest smaller modifications to the current U.S. recruiting model and approach.

- **Recommendation 15: Develop programs and tools to transition knowledge generated through experimentation and data analysis to practitioners in the field via the N7, NRC.** The adoption of new practices is challenging in any organization, particularly those steeped in tradition with strong organizational cultures. The need to effectively enable decision makers at all levels to make decisions based on empirical evidence, from either experimentation or data analysis, is critical to the organizations achievement of its objective of becoming a learning organization. Without the linkage to a vehicle for transition and ultimate adoption of best practices in the field, the best experimentation will generate knowledge that fails to be operationalized.

6.4 Concluding Thoughts

In "How to Lose a Candidate in 10 Days," Kimberley Kasper provides a cautionary recruiting tale. In it, she describes how, particularly with the Millennial generation, the most well-intentioned re-

cruiting organization can lose candidates, particularly the best candidates. As she says, candidates are lost when:

- *Day 1: You post an inaccurate job description.*
- *Day 2: You decline to respond.*
- *Day 3: You create a scheduling nightmare.*
- *Day 4: You make candidates wait on you.*
- *Day 5: You provide useless and vague information.*
- *Day 6: You make jobs hard to find.*
- *Day 7: You cross the line.*
- *Day 8: You present an arrogant front.*
- *Day 9: You don't call anyone back.*
- *Day 10: You love your outdated technology (Kasper, 2014).*

While not all of these are relevant to Navy recruiting, too many have a ring of truth to them. And this bring us back to the opening Winston Churchill quote at the start of this chapter: "To improve is to change; to be perfect is to change often." Of course, Churchill did not mean to arbitrarily change and in this report we have outlined a strategy for NRC to learn how and what to change. In so doing, we have made 15 separate recommendations, but these can all be summarized into two overarching themes:

1. To be maximally effective, NRC and Navy recruiters must have and constructively use the latest technology to connect with the Millennial and post-Millennial generations. This involves:
    a. Building and maintaining a modern technology infrastructure; and,
    b. Managing the content, software, and social media aspects of the technology for a good customer experience.
2. To become a true learning organization, NRC must:
    a. Establish an experiment-based research program that will explore break-through innovations in military recruiting;
    b. Implement a process improvement program that will facilitate incremental improvement of current systems and processes;
    c. Coordinate with other recruiting services to glean lessons learned and benchmark current NRC processes against the other services; and,
    d. Implement a set of programs and tools to enable the transition and adoption of successful experimental outcomes and best practices to the recruiting force.

The bottom line of this research is that there is little to no relevant information in the commercial sector or the academic literature upon which to determine how NRC should change its operations in order to best recruit the Millennial and post-Millennial generations. And, while the current recruiting processes have served the Navy reasonably well for decades, there may well come a time when they do not, and by then it will be too late to figure out what went wrong. Returning to the caption on Figure 1.1 (p. 5): "If you always do what you've always done, you'll always get what you've always got...if you're lucky."

Thus, rather than rely on luck, the ultimate purpose of this report is to help the NRC evolve into a data driven learning organization that can learn how to best recruit in the 21st century.

APPENDIX A:
Other Services' Supporting Documents

The U.S. Military is us. There is no truer representation of a country than the people that it sends into the field to fight for it. The people who wear our uniform and carry our rifles into combat are our kids, and our job is to support them, because they're protecting us.

Tom Clancy (1947 – 2013)

This appendix contains materials provided by the Air Force, Army, and Marine Corps during our site visits to their recruiting commands.

- "Virtual Recruiting Center" briefing provided to the Naval Postgraduate School by USAREC.
- "Air Force Recruiting Service," briefing by Col. Bob Trayers and Mr. Atwood Haygood, Air Force Recruiting Service. Presentation to Naval Postgraduate School at Randolph AFB on 17 June 2014.
- "Enterprise Value Stream Mapping" briefing provided to the Naval Postgraduate School by the AFRS.
- "Recruiting 101," by Mr. Steve Wittle, Marine Corps Recruiting Command. Presentation to Naval Postgraduate School at Marine Corps Base Quantico on 5 June 2014.

A.1 USAREC's "Virtual Recruiting Center" Briefing Slides

Figure A.1: Opening slide of "Virtual Recruiting Center" briefing provided to the Naval Postgraduate School by USAREC. The rest of the briefing slides are on the following pages of this section.

Virtual Recruiting Center Mission

The Virtual Recruiting & Social Media Center (VRC) is a 21st Century capability purposed to enhance the recruiting efforts of the United States Army Recruiting Command and adjacent commands as required through the employment of virtual information technologies. The VRC also manages web based collaborative platforms and leverages multiple social media activities to support USARECs prospecting, processing, Future Soldier and Family requirements.

ARMY STRONG.

Virtual Recruiting Center

- **Army Career Explorer**
  - **E-Processing**
- **www.goarmy.com**
  - **On-line explanation of qualifications, options & benefits**
- **Special Mission Support**
  - **Linguist Recruiting, Medical, Chaplain & Officer**
- **Lead Refinement Center**

- **www.futuresoldiers.com**
  - **Future Soldier/Family Support**
  - **Chat and forums**
  - **Telephonic Contact for retention**

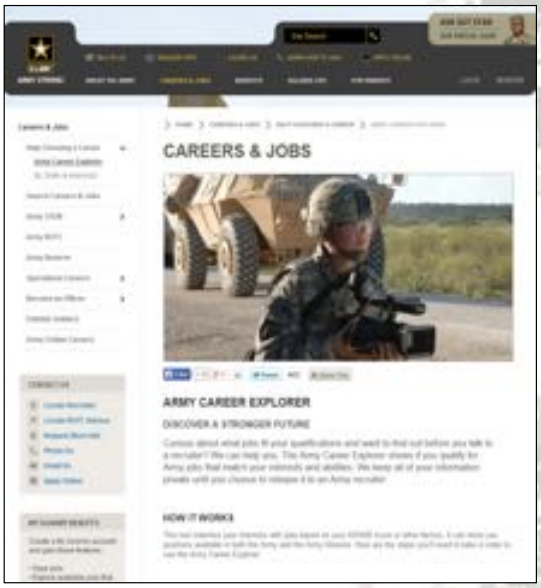
- **Social Media for Recruiting**
  - **Site Trend Analysis**
  - **Evaluation of platforms**
  - **Mission focused – Middle Eastern languages, Future Soldiers and families only**

ARMY STRONG.

Army Career Explorer (ACE)

Features

- Web-based job search and applicant self-processing tool available through Goarmy.com
- Supports RA and AR NPS Enlisted Missions
- Uses WebCAST predicted or actual ASVAB score for real-time job search against REQUEST
- MOS descriptions and basic qualification information provided & job compare feature
- Prospects can input information to begin enlistment process



Benefits

- Gets information to prospects that may be hesitant to talk to a recruiter initially
- Target market is online with schooling and banking
- More effective than "cold calling" prospects are assisted virtually with pre-qualification and application completion from central location
- Qualified applicants and packets are sent to local Recruiting Center to complete enlistment
- Not designed to replace recruiters – youth still want to deal face-to-face eventually

ARMY STRONG.

www.goarmy.com

Talk to Us :
Emails with contact information and questions

Request Info:
Creates a lead and is sent email from agency

Apply Online
Redirects to Army Career Explorer

Army Career Explorer
Can test and see available Jobs/MOS on live system and Apply on Line

Information covers all recruiting missions Enlisted and Officer programs.

ARMY STRONG.

www.futuresoldiers.com

Public facing

Future Soldier and Family training; chat rooms, and forums require login to participate*

Provides a thorough Orientation for new Future Soldiers and family members

One stop for everything Future Soldiers and family need to prepare for transition into the Army

* VRC responsible to operate chat rooms, forums and validate family members

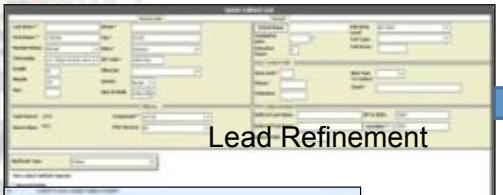
Social Media Operations

Operational Responsibility to Maintain w/ G7/9 Oversight

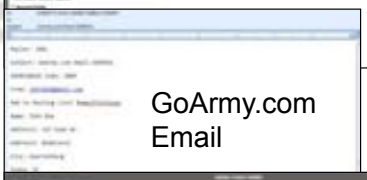
Oversight* Only

•Does not post content, responds to Recruiting Questions only

Virtual Recruiting Center



Lead Refinement



GoArmy.com
Email

Future Soldier
& Family

Social Media

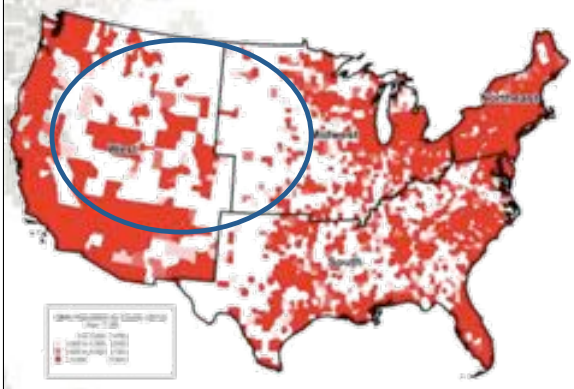
ACE

Many inputs…
Need one record

Apply On Line

ARMY STRONG.

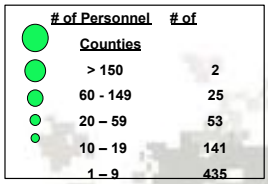
Establishing a virtual interactive Presence



Population

Where we need to be

Where we are



- Regional differences are real
  - Local environment
  - Political attitudes
- Regional differences change

ARMY STRONG.

US Army Recruiting Command
G3 Operations

Questions

A.2 “Air Force Recruiting Service” Briefing Slides

Figure A.2: Opening slide of “Air Force Recruiting Service” briefing given to Naval Postgraduate School at Randolph AFB on 17 June 2014. The rest of the briefing slides are on the following pages of this section.

Overview

America's Air Force Begins Here

- Vision/Mission
- Organization
- Accessions / Goals
- Recruiting Business
  - Typical Recruiter
  - Career Progression
  - Recruiter's Challenge
- Service Comparison
- Funding Snapshot
- Initiatives

Vision & Mission

America's Air Force Begins Here

Vision – the most agile, effective and professional recruiting organization in the world

Mission – to inspire, engage, and recruit the best and brightest, most competitive diverse men and women for service in America's Air Force

America's Air Force Begins Here

America's Air Force Begins Here

- 27,000+ Accessions

- 148 AFSCs

- Every Tuesday

- 97.7% Enlisted Active Duty CAT I-III

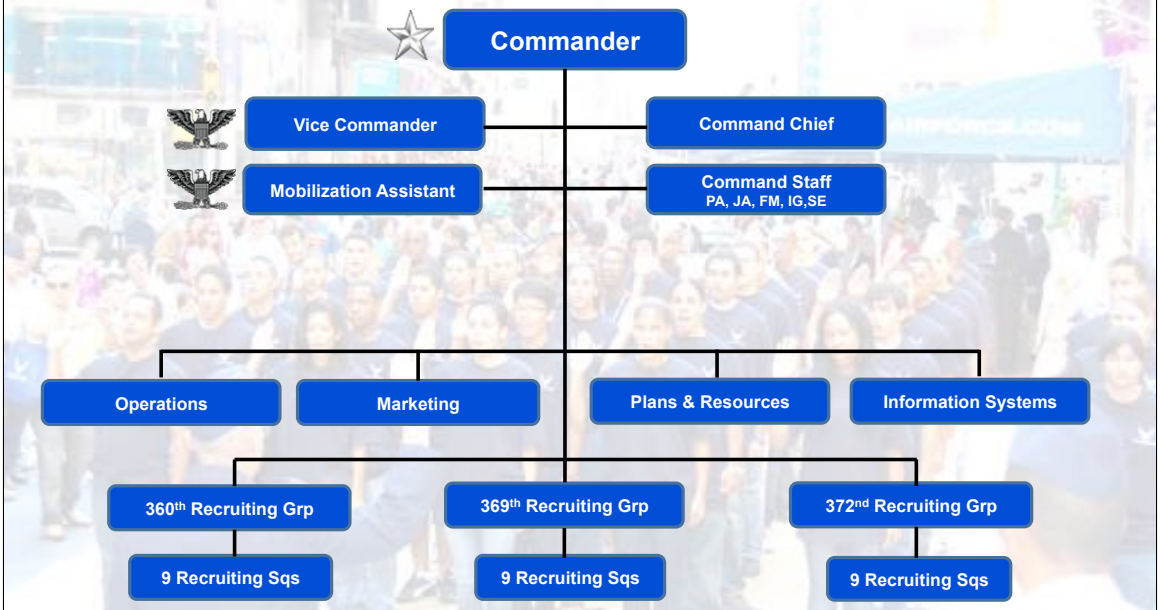
AFRS Philosophy

America's Air Force Begins Here

Be
A Great
Airman
First

Organizational Chart

America's Air Force Begins Here



Organization

America's Air Force Begins Here

- 1,371 Authorized Production Recruiters (EA, HP, & LO)
- Several Flights located in Alaska, Hawaii, Guam, Puerto Rico, and Europe

Recruiting Accessions & Goals

America's Air Force Begins Here

	FY13		FY14
Enlisted Force	26,022 (G/A)	↑	26,835
Medical Officers	734 (G) 742 (A)	↓	679
Line Officers	750 (G) 847 (A)	↓	548
Chaplains	32 (G/A)	↑	42
Total	27,538 (G) 27,643 (A)		28,104

G = Goal
A = Actual

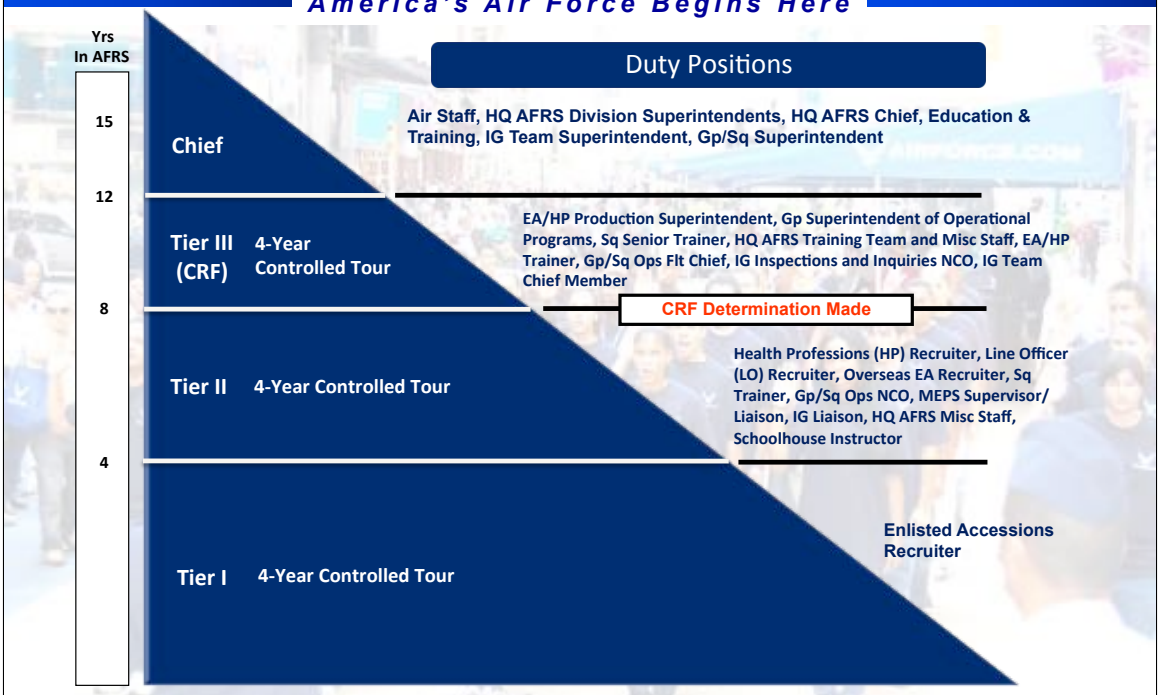
Typical Recruiter

America's Air Force Begins Here

- Outnumbered 14-1 by sister services
- Staff Sergeant (E-5)
- Married with two children
- 30 years old
- 3 years of recruiting experience
- 10-12 years of service
- Selected from among the best in their career fields

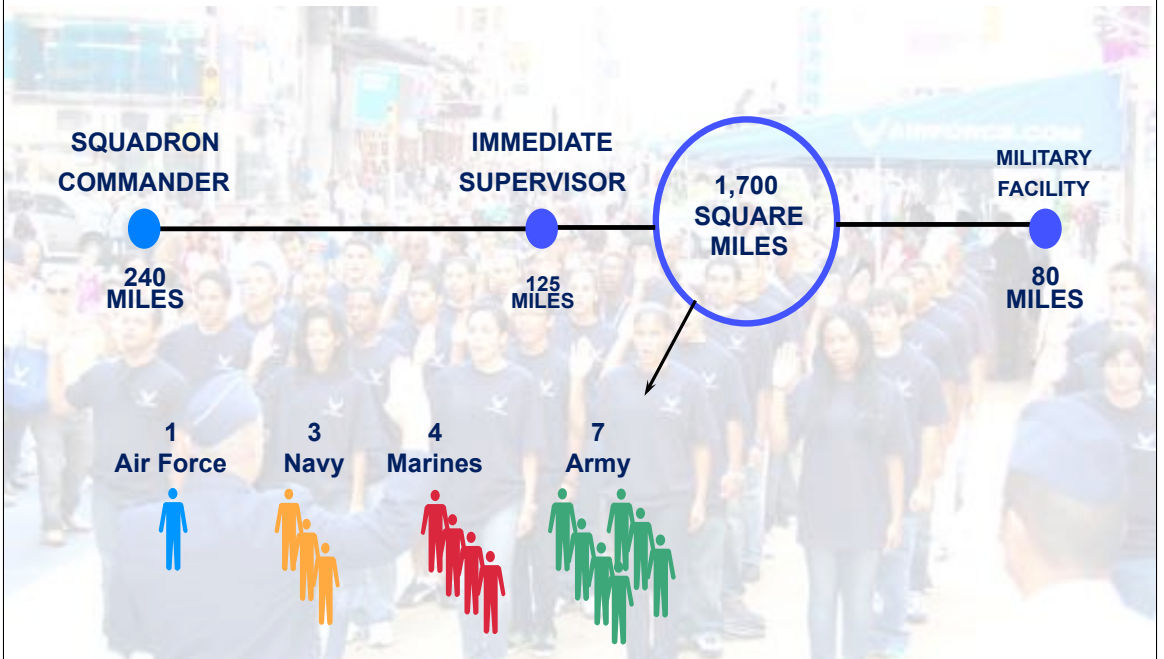
Career Recruiter Progressions

America's Air Force Begins Here



Recruiters' Challenge

America's Air Force Begins Here



Who We Are By Comparison

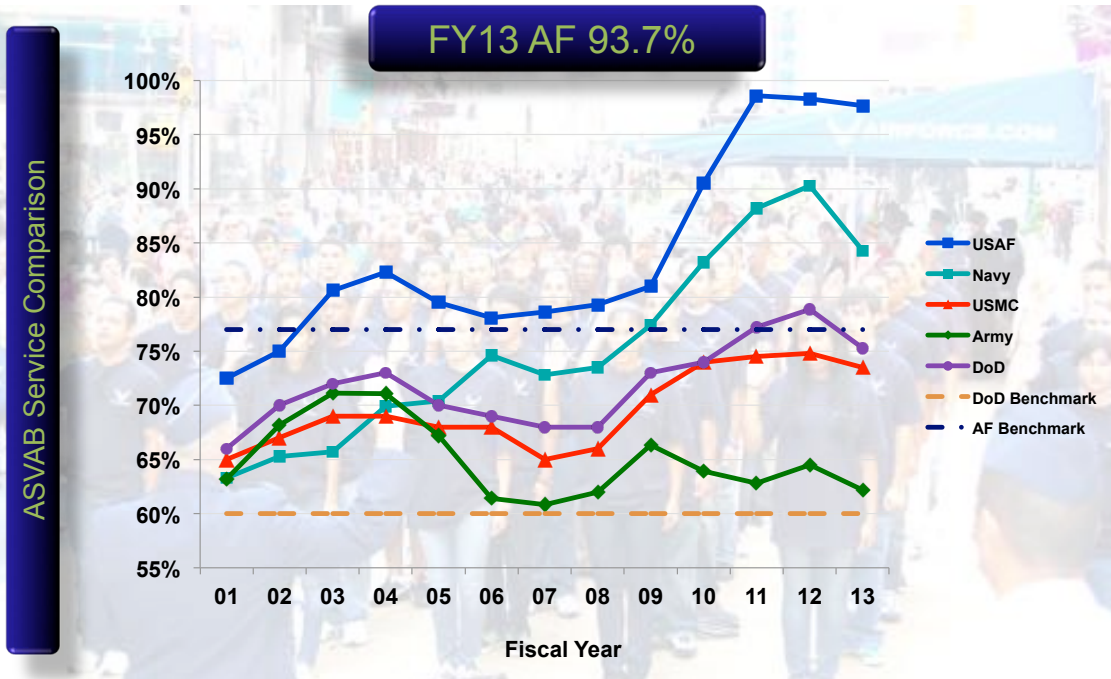
America's Air Force Begins Here

	Enlisted Accessions[1]	Recruiter's Ratio[1]		Cost Per Recruit[2]
Army	60,490	6,276	10:1	$26,981
Navy	36,329	2,833	13:1	$14,673
Marine Corps	30,514	3,116	10:1	$9,853
Air Force	29,037	1,149	26:1	$8,358

As of end of FY12
[1] Per Military Performance Metrics website
[2] Per OSD

High-Performing Recruits
(Category I-IIIA)

America's Air Force Begins Here



Initiatives

America's Air Force Begins Here

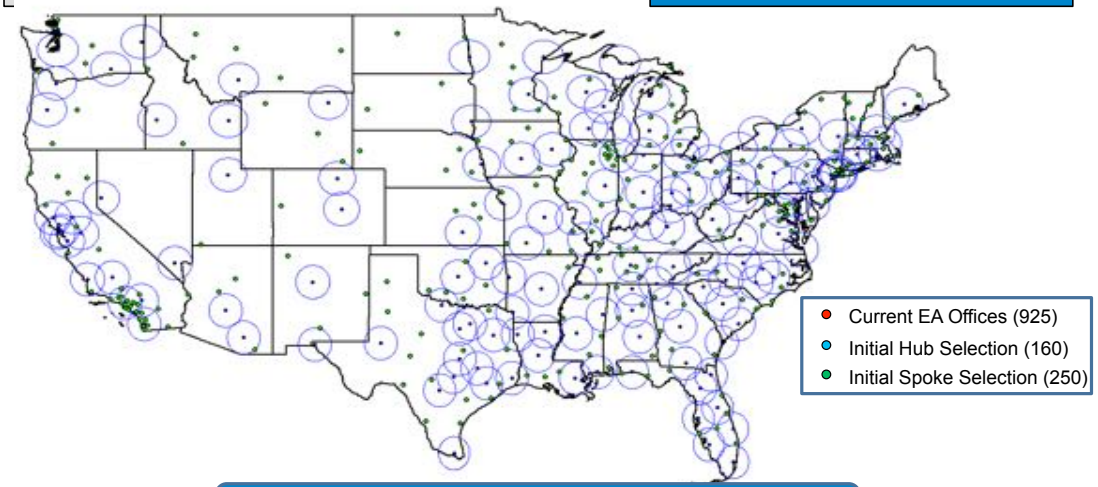
- **Flight Centric Transformation**
  - Projected enlisted accession footprint: 1100 to 420 offices
  - Reshape structure to centralized hubs & spoke offices
- **Reduction of Single-Person Recruiter Offices**
  - Deliberate consolidation; strategic plus-up
  - Goal: Reduce 200 by end-of-year
- **Strategic Marketing**
  - National TV advertising unfunded in FY14
  - Reductions to other outlets (digital, etc.)
- **Mobile Device**
- **Status Chart**

Initiatives - Flight Centric Transformation

America's Air Force Begins Here

AFRS 2012:
925 EA storefronts
183 Flt Chief offices

AFRS 2019:
~160 Hub Offices
~200-250 Spoke Offices



Front-line supervision daily

Initiatives – Reduction of Single-Person Recruiter Offices

America's Air Force Begins Here

- **Summary**
  - Reduce the number of 1-person recruiting offices (AETC/CC high-priority initiative)
- **Blended COA**
  - Deliberate consolidation
  - Strategic plus-up (75 recruiters)
  - Continue flight-centric transformation
- **Way Ahead**
  - Executing deliberate consolidation – 166 total
  - Goal: Reduce 200 1-person offices by EOY FY15
  - Partner with AETC/A1 to source appropriate manpower plus-up
  - Execute flight-centric transformation in close coord with USACE to explore organic opportunities

Initiatives - Strategic Marketing

America's Air Force Begins Here

- **Marketing funding reduction compounds effects of reducing AF presence in communities**
  - Reduces public awareness of AF opportunities
- **FY14 funding cuts eliminated nat'l TV advertising for FY15**
  - Severely reduces our ability to "Tell the AF Story"
- **Reduces influencer support for AF as career opt for youth**
  - Reduces diversity/broadest landscape advertising minority communities
  - Eliminates opportunity to counteract constant negative press in the news

Initiatives - Mobile Device Deployment

America's Air Force Begins Here

- Deploy non-enterprise tablet/smartphone devices to recruiters
- Determine efficiencies & build business case for future deployment
- Deploy ~1500 approved smartphone / tablet pairs to each recruiter as a standard level of service

- Features / Capabilities
  - Mobile on/offline access to suite of recruiting resources, tools, & capabilities
  - Voice, data over existing wireless infrastructures
  - Application development to build customizable recruiter tools which can sync to AFRISS-TF
  - Full reach back support on the road

Initiatives Status Chart

America's Air Force Begins Here

Initiative	FOC	Status
Great Airman First / Resilience	FY13	G
Dissuade, Deter, Detect, Hold Accountable (D3A) / SAPR	FY13	G
Enlisted Accessions Flight-Centric Transformation	FY19	Y
Virtual Engagement: AIRFORCE.COM	FY13	G
AF Recruiting Information Support System (AFRISS) -Total Force / Web App	FY14	G
Mobile Device Deployment	FY14	Y
Branding of Air Force Recruiting Offices	FY19	G
Cost-Conscious Culture	FY13	G

G = On track Y = Issues may impact FOC

AIR FORCE
RECRUITING SERVICE

A.3 AFRS' "Enterprise Value Stream Mapping" Briefing Slides

Figure A.3: Opening slide of "Enterprise Value Stream Mapping" briefing provided to the Naval Postgraduate School by the AFRS. The rest of the briefing slides are on the following pages of this section.

Outline

America's Air Force Begins Here

- Charter
- Develop Supply Input, Process, Output, Customer (SIPOC) Diagram
- Determine Enterprise Level Functions
- Determine Sub/Enabling Functions
- Determine Areas Of Opportunities
- Prioritize Lists of Actions
- Parking Lot Issues
- Recommendations

AFRS Recruiting Process Charter

AFSO21 Support Request Worksheet/ Charter **Date: 7-9 Feb 2012**	
Event Title:	Value Stream Mapping & Analysis (EVSA) of AFRS Recruiting Process
Case for Action:	Identify improvement opportunities in the Applicant Recruiting Process focusing on the 7 Mission Critical Tasks. Current Process requires recruiters to make double entries and duplicate efforts is some of the current processes. AFRS/CC wants to ensure recruiters are s utilizing resources and time to their maximum potential. The 372 RCG is tasked to identify process improvement opportunities throughout AFRS.
Unit:	AFRS
Base/Location:	
Champion:	Brig Gen Ayyar Delegated : Col Vlk
Facilitator(s):	Mr. Matt Jackson
Project Description and Scope:	**DESCRIPTION:** Methodical approach to provide a unified strategic plan to streamline applicant processing , improve mission resource effectiveness and better prepare the recruiter after next. **SCOPE:** The event will identify improvement opportunities that will identify duplicative efforts within the 7 Mission Tasks in the recruiting process.
Brief Description of Processes:	
Expected Outcomes:	Processes that need to be improved in order of priority Prioritized list of improvement areas identified by EVSM. Process Map identifying Value Added vs non-Value added steps in current processes.
Team Lead and Members:	**TEAM LEAD:** **CMSgt Foster** **TEAM MEMBERS:** Grp – Chief(s) Jackie Foster (guru extraordinaire) RSO-SMSgt Trahan IG - MSgt Pedro Colon 347 - MSgt Brian Dixon 368 - MSgt John Roy 364 - MSgt John Keane 343 - MSgt Josh Layfield 361 – TSgt Christopher Dowlearn 367 - TSgt Ernesto Portunato 368 - TSgt Talia Walters)
Potentially Affected Groups/Parties:	Applicants, Recruiters, Gaining Commands
Type of Support Requested & Date	**TYPE OF REQUEST:** EVSA **REQUESTED DATE(S):** 7-9 Feb 12

SIPOC

America's Air Force Begins Here

Supply	Input	Process	Output	Customer
Recruiters	AFRSI 36-2001 Guidance	Planning	Plan	Flight Chief
Flight Chief	Planning Guide	Marketing	Scheduled Events	Applicants
Production Superintendent	Flight Chief Guidance	Lead Generation		Pro Superintendent
Training Shop	Pro Sup Guidance	Lead Prospecting		Inspection Teams
Schools	AFRS Marketing Guidance	Lead/Applicant Sales		AFRS
Media	Calendar (Holidays, etc)	Applicant Processing		Recruiters
Events		DEP Management		Schools
AFRS Marketing				Community
AFRSI 36-2001				Media
Recruiters				Air Force
Flight Chief				

Major customer identified through team consensus

Enterprise Level Functions

America's Air Force Begins Here

Planning	Marketing	Lead Generation	Lead Prospecting	Applicant Sales	Applicant Processing	DEP Management

These represent the "7" mission critical tasks of recruiting

KEY

ENTERPRISE LEVEL FUNCTIONS

Enterprise / Enabling Level Functions

Planning	Marketing	Lead Generation	Lead Prospecting	Applicant Sales	Applicant Processing	DEP Management
Annual Plan Development	RGM	Marketing	Marketing	Appointment	Casefile	DEP Calls
Monthly Plan Development	COIs	School Visits	Lead Generation	PSS	Credit Checks	Ensured continued qualification
Bi-Weekly Plan Development	Advertising Programs	Zone Prospecting	Lead Refinement	MATTRESS	Medical Prescreening	Shipping
Weekly Plan Development	Media Relations	Telephone Prospecting		Flow / Trend	Forms	Reservations
Daily Plan Development	Community Relations	Call-Ins / Walk-Ins			Transportation	
Quarterly Plan Development		Perpetuation			Hotels	
		ASVAB Testing			Meals	
					Testing	
					Waivers	
					MEPS Briefings	
					Processing at MEPS	
					Tattoo Review	
					Contracts	
					Special Testing	
					Shipping	

KEY

- ENTERPRISE LEVEL FUNCTIONS
- ENTERPRISE LEVEL SUB/ ENABLING FUNCTIONS

INSPIRE – ENGAGE – RECRU

Areas of Opportunity

Planning	Marketing	Lead Generation	Lead Prospecting	Applicant Sales	Applicant Processing	DEP Management
Annual Plan Development	RGM	Marketing	Marketing	Appointment	Casefile	DEP Calls
Monthly Plan Development	COIs	School Visits	Lead Generation	PSS	Credit Checks	Ensured continued qualification
Bi-Weekly Plan Development	Advertising Programs	Zone Prospecting	Lead Refinement	MATTRESS	Medical Prescreening	Shipping
Weekly Plan Development	Media Relations	Telephone Prospecting		Flow / Trend	Forms	Reservations
Daily Plan Development	Community Relations	Call-Ins / Walk-Ins			Transportation	
Quarterly Plan Development		Perpetuation			Hotels	
		ASVAB Testing			Meals	
					Testing	
					Waivers	
					MEPS Briefings	
					Processing at MEPS	
					Tattoo Review	
					Contracts	
					Special Testing	
					Shipping	

KEY

- ENTERPRISE LEVEL FUNCTIONS
- ENTERPRISE LEVEL SUB/ ENABLING FUNCTIONS
- AFSO21 AREAS OF OPPORTUNITIES

INSPIRE – ENGAGE – RECRU

Prioritized List of Actions

America's Air Force Begins Here

Priority	Enterprise Level Function	Enabling Function	Recommended Action
1	ALL	ALL	Re-evaluate 7 mission critical tasks
2	Lead Generation	Marketing	Research manual NVRA reporting requirements
3	Applicant Sales	Flow / Trend	Revamp outdated metrics of flow & trend
4	Applicant Sales	Flow / Trend	Eliminate mandatory use of current regression analysis product to derive expectations until updated product is available
5	Lead Generation	Marketing	Standardize across AFRS AFRIS only school folders
6	Applicant Processing	Case File	Explore options to increase availability
7	Marketing	RGM	Eliminate hard copy RGM, replace with electronic RGM
8	Lead Generation	School Visits	Reword school visitation requirement for student centered visits to remove "student centered" and state "Flight Chief validates productivity of visit"
9	DEP Management	Reservations	Explore options of depleting Q/W with reservations
10	DEP Management	Reservations	Explore options to book job once applicant is qualified
11	Marketing	Advertising Programs	Target marketing of Air Force needs in social media and search engines

This prioritized list of projects focuses our continuous efforts on functions that have been identified by the Enterprise Leadership Team as being of value to our external customers and having the greatest potential for improvement. It also forms roadmap of future AFRS projects, however, future studies will take advantage of targets of opportunity and will not be limited to the items on this list.

INSPIRE – ENGAGE – RECRUIT

Prioritized List of Actions cont.

America's Air Force Begins Here

Priority	Enterprise Level Function	Enabling Function	Recommended Action
12	Lead Prospecting	Lead Refinement	Eliminate multiple sources of documentation for the same event
13	DEP Management	Ensure Continued Qualification	Create AFRISS templates for routine word pics i.e. int. appt.,DEP CC,EAD briefs, MEPS QC's etc.
14	Lead Generation	Marketing	Utilize SharePoint for applicant processing/casefile documentation
15	Lead Prospecting	Marketing	Research ability to develop electronic casefiles (from applicant to BMT)
16	Marketing	RGM	Lead capture device for field use i.e. tablets, smart phone, ect.
17	Lead Prospecting	Lead Refinement	Research impact of minority target recruiting on customer service
18	Applicant Processing	Processing at MEPS	Research online ASVAB testing to eliminate METS/MEPS testing
19	Marketing	RGM	Develop qualification screening for EST on Airforce.com
20	Applicant Processing	Shipping	Research hometown processing/expand hometown shipping

This prioritized list of projects focuses our continuous efforts on functions that have been identified by the Enterprise Leadership Team as being of value to our external customers and having the greatest potential for improvement. It also forms roadmap of future AFRS projects, however, future studies will take advantage of targets of opportunity and will not be limited to the items on this list.

INSPIRE – ENGAGE – RECRUIT

Parking Lot Issues

America's Air Force Begins Here

Communication from top down
Flatten Org Structure
Community relations
SG Process within AFRS
PAST Gym Memberships
Media Programs
Incorporate Prof Enhancement into Competition
Team Goaling
Prior Service Process

Recommendations

America's Air Force Begins Here

- Explore solutions to "List of Actions"
  - Assign OCRs & Suspense's
  - Any additional teams include reps from these original 12 for continuity
  - Impacts to enduring priorities, recommended gap-fillers
- Use perspective of Hub-and-Spokes
- Examine "pre-lead" processes
  - Training, marketing, etc.—any efficiencies there?
- Repeat from perspective of recruiter vice applicant—may uncover additional efficiencies

A.4 MCRC's "Recruiting 101" Briefing Slides

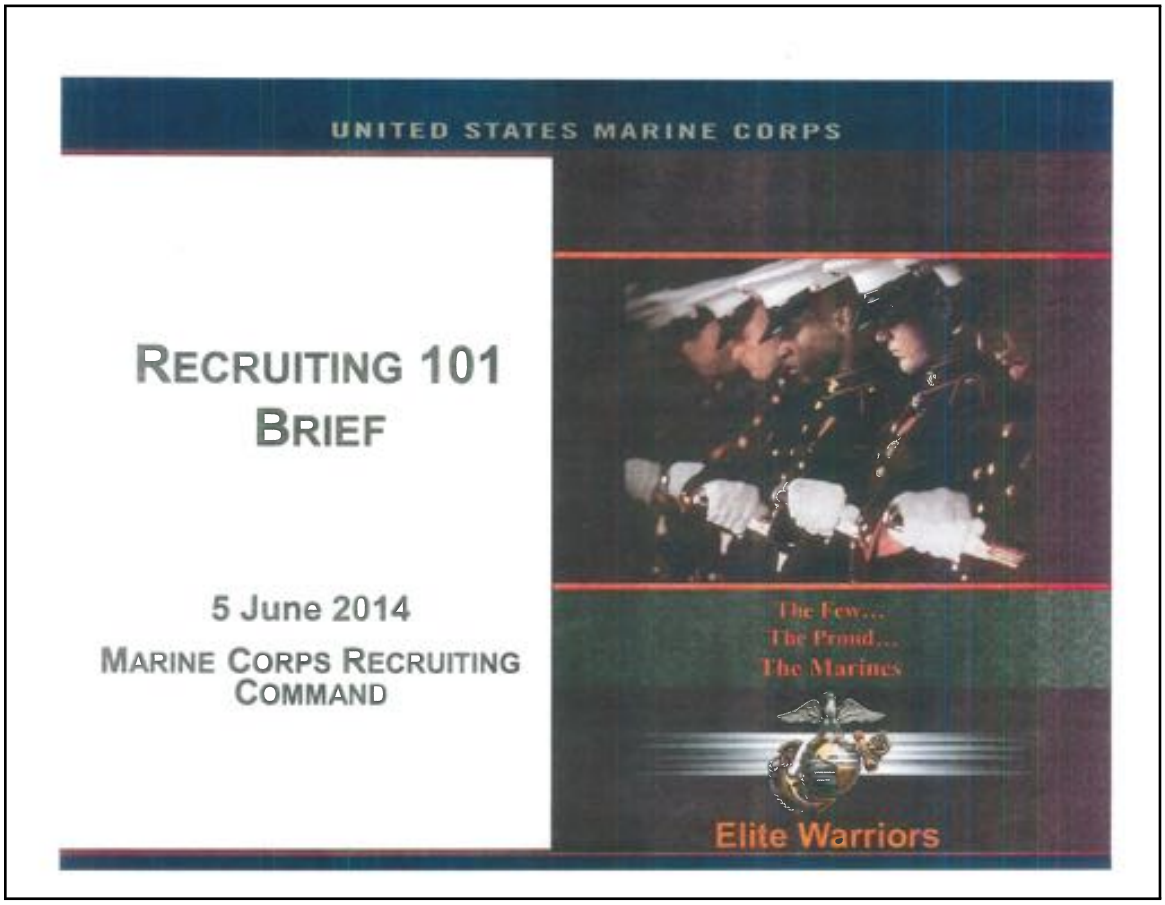
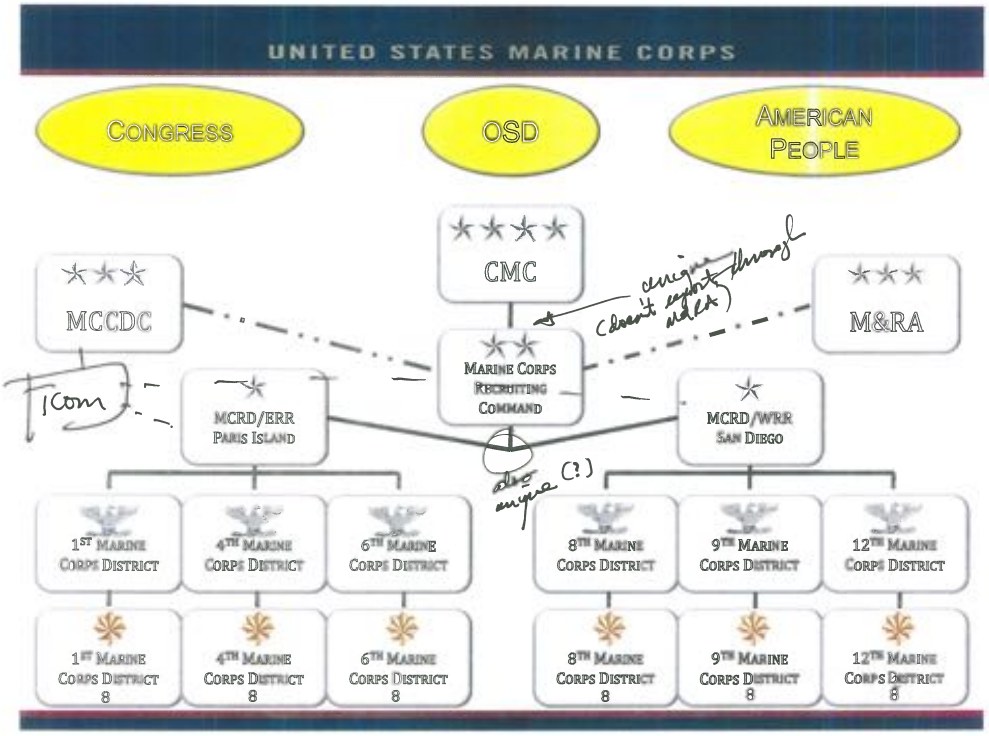


Figure A.4: Opening slide of "Recruiting 101" briefing briefing given to Naval Postgraduate School at Marine Corps Base Quantico Portsmouth on 5 June 2014. The rest of the briefing slides are on the following pages of this section.


UNITED STATES MARINE CORPS
CONGRESS
OSD
AMERICAN PEOPLE
CMC
MCCDC
M&RA
MARINE CORPS RECRUITING COMMAND
MCRD/ERR PARIS ISLAND
MCRD/WRR SAN DIEGO
1ST MARINE CORPS DISTRICT
4TH MARINE CORPS DISTRICT
6TH MARINE CORPS DISTRICT
8TH MARINE CORPS DISTRICT
9TH MARINE CORPS DISTRICT
12TH MARINE CORPS DISTRICT
1ST MARINE CORPS DISTRICT 8
4TH MARINE CORPS DISTRICT 8
6TH MARINE CORPS DISTRICT 8
8TH MARINE CORPS DISTRICT 8
9TH MARINE CORPS DISTRICT 8
12TH MARINE CORPS DISTRICT 8

UNITED STATES MARINE CORPS
•Operational Environment
"Distributed Operations"
•12th MCD
•San Diego, CA
•9th MCD •Kansas City, MO
•1st MCD
•Garden City, NY
•4th MCD
•New Cumberland, PA
•MCRC
•Quantico, VA
•Western Recruiting Region
•(WRR)
•San Diego, CA
•8th MCD
•Dallas, TX
•6th MCD
•Parris Island, SC
•Eastern Recruiting
•Region (ERR)
•Facilities: 1,583
•Vehicles: 3,800
•Personnel: 3,760 Recruiters / 74 Officer Recruiters
•Marine Corps Recruiting Command
•Recruiting Regions (2)
•Recruiting Districts (6)
•Recruiting Stations (48)

UNITED STATES MARINE CORPS

FOCUSED LEADERSHIP

District COs are command screened; assignment approved by CMC

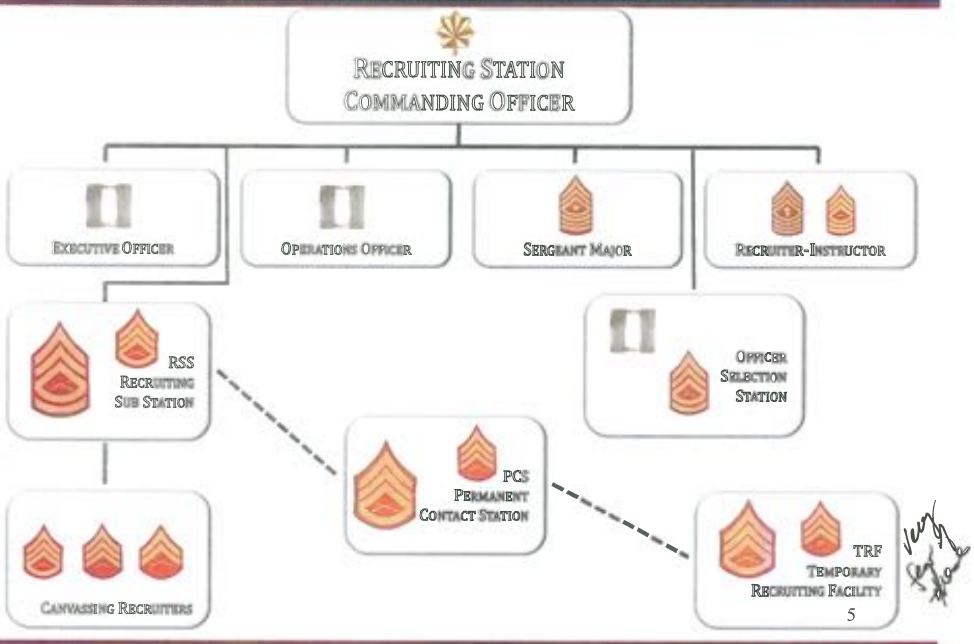
RS COs are command screened; assignment approved by CMC

SgtMaj assigned to each District and Recruiting Stations

Recruiter screening team interviews every potential recruiter

The Corps assigns its ***best*** to Recruiting Duty

UNITED STATES MARINE CORPS



RECRUITER STRENGTH

- 3,760 MCRC T/O
  - 3,195 Canvassing Recruiters
  - 565 Career Recruiters
- 74 OSO's

RECRUITING ENVIRONMENT

- Misperception of reduced requirements during and beyond the drawdown
- Manage success during drawdown
- Low pool of qualified youth ~25% qualified
- Low support from influencers
- Declining veteran population
- Withdrawal from Afghanistan... Marines join to fight
- Opening of previously closed MOS's to females impact to propensity

Mitigating Factors

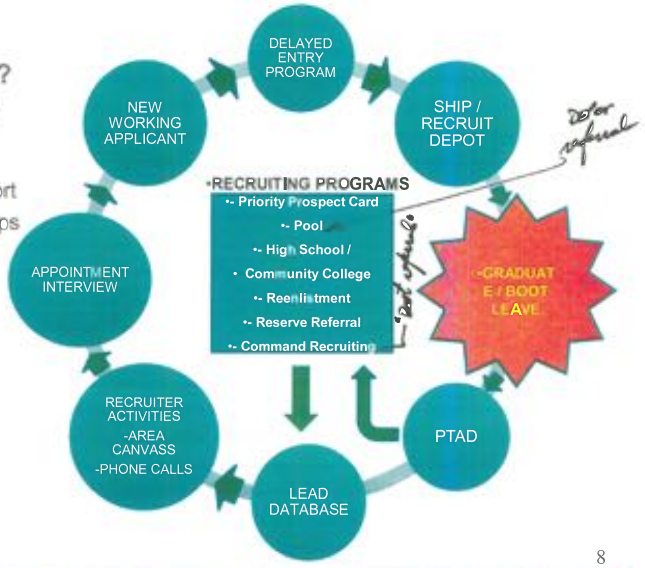
- Economy
- Previous investments in recruiting

UNITED STATES MARINE CORPS

•ENLISTED RECRUITING CYCLE

•WHY ARE WE SUCCESSFUL?

- Marine Recruiter remains our "best" proof source
- CMC, ACMC, and SMMC support
- Recruiting is lifeblood of the Corps
  - Accountability – Contract to Recruit Graduation
  - Marsh Center symmetry
  - Superior marketing and advertising effort



UNITED STATES MARINE CORPS

APPLICANT QUALIFICATIONS

•Mental - 99% High School graduates
- 70% in top 3 categories
on Armed Services Vocational Aptitude Battery

•Moral - No serious drug use
- No serious police involvement

•Physical - Pass medical exam
- Pass initial strength test
(1.5 mile run, pull-ups / flexed-arm hang, crunches)

•U.S. Citizen or lawful permanent resident

•Age - 17 to 28 (waiverable to 34)

•Dependents - Married +1 (Reg), Married +2 (Res)

•75% of applicants in primary target market (ages 17-21) do not meet USMC standards!

UNITED STATES MARINE CORPS

LEVEL OF EFFORT

- Less than 10% are "walk-ins."

  The rest must be located & motivated by a recruiter.

- Equates to 300 - 800 contacts per month.

- Each Marine Recruiter responsible for 2-3 contracts per month.

- Prepare future Marines for recruit training through the Delayed Entry Program

UNITED STATES MARINE CORPS

RECRUITER'S MISSION

- Enlist 1-2 new enlistments per month
  - 45% HS Seniors
  - 55% HS Grads
  - Male/ Female/ Musicians
- Ship ~ 12 recruits per year
- Maintain quality standards
- Supervise Delayed Enlistment Pool
  - "Service After the Sale"
    - Poolee Mentoring
    - Parental Assurance

UNITED STATES MARINE CORPS

ENLISTMENT /ACCESSION PROCESS

~10,000 contacts by recruiters
100 process at Military Entrance Processing Station
80 join Delayed Enlistment Program (DEP)

63 Ship to recruit training (22.9% fail to ship)

Medical
Drug Use
Failure to Grad
Lack of Commitment
Higher Ed

59 Graduate from recruit training (6.56% Attrition)

Medical Fraud
Injury
Drug Fraud
Failure To Adapt
Suicide Gesture/Ideation

57 Graduate from the School of Infantry (less than 4% Attrition)

Note: Based upon FY11 Data

UNITED STATES MARINE CORPS

OFFICER SELECTION OFFICERS

- 74 OSOs nationwide
- Capt with 4 to 6 years experience
- Majority located near major college/university
- Officer recruiters responsible for shipping to OCS an average of 28 PLC/OCC candidates per year

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APPENDIX B:
Royal Navy Supporting Documents

The Royal Navy of England hath ever been its greatest defense and ornament; it is its ancient and natural strength; the floating bulwark of the island.

Sir William Blackstone (1723 – 1780)

This appendix contains materials provided by the Royal Navy during our visit to Captain Naval Recruiting on 20-21 August 2014.

- "Recruiting Overview," briefing by Capt Mark Cameron, Captain Naval Recruiting, RN. Presentation to Naval Postgraduate School at HMNB Portsmouth on 20 August 2014.
- "Navy Command Future Organisation," Vice Admiral Sir Philip Jones KCB, Fleet Commander, RN. Galaxy 21-2014 dated 20 July 2014.
- "Welcome to AFCO Portsmouth," briefing by Lt Cdr Mitch Vowles RN, WO1 Laurie Moody, RN, and WO1 Chris Smith, RN. Presentation to Naval Postgraduate School at Portsmouth Armed Forces Career Office (AFCO) on 20 August 2014.
- "Naval Recruit Marketing," by Mr Paul Colley, Marketing Manager, Royal Naval Recruiting. Presentation to Naval Postgraduate School at HMNB Portsmouth on 21 August 2014.

B.1 "Recruiting Overview" Briefing Slides

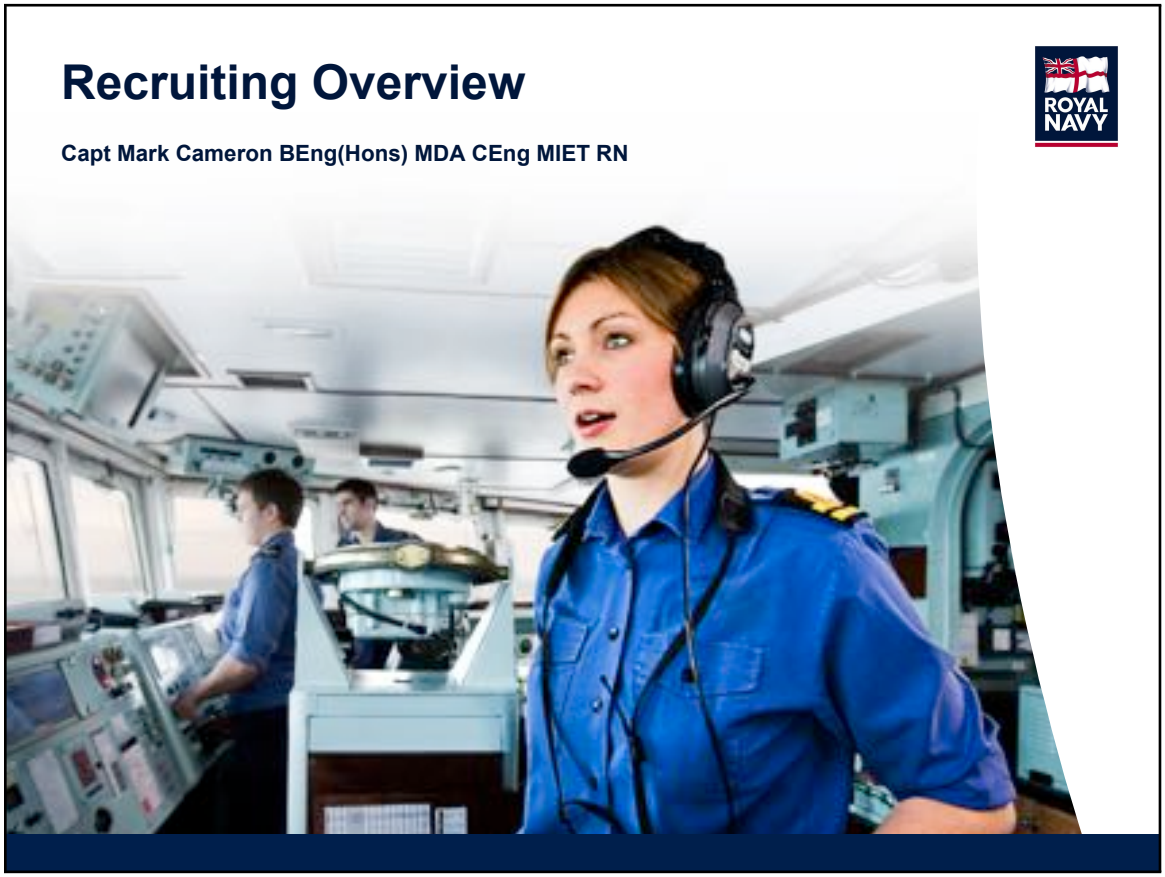


Figure B.1: Opening slide of "Recruiting Overview" briefing by Capt Mark Cameron, Captain Naval Recruiting, RN, given to Naval Postgraduate School at HMNB Portsmouth on 20 August 2014. The rest of the briefing slides are on the following pages of this section.

The Product … My Customer

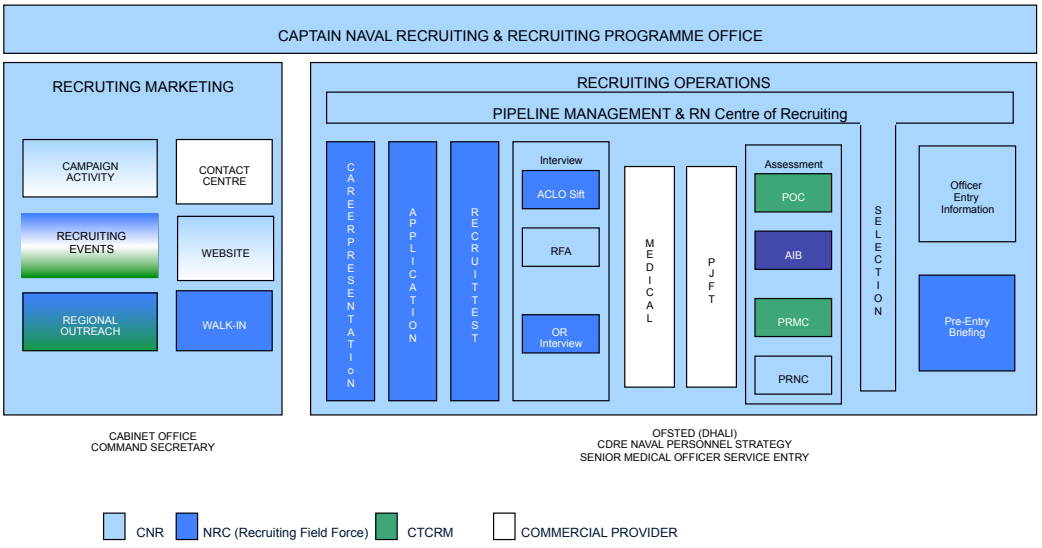
NAVAL RECRUITING STRATEGY – "Recruit to Retain"

PURPOSE Why do we exist?	To recruit high quality people in sufficient numbers to maintain the operational capability of the Naval Service - *In his Future Navy Vision, the First Sea Lord emphasises that the Navy "is built on a foundation of quality people… **it is people who will deliver the battle-winning advantage** "*
OBJECTIVES What do we want to achieve?	1. **To attract quality people** (rather than simply delivering the 'numbers') 2. To generate high levels of emotional commitment from eligible candidates throughout the recruitment process 3. To excel as a modern recruiting organisation, in the fast-changing, complex and inter-connected 21st century world
STRATEGY How will we achieve our objectives	**By building a modern, cost-efficient recruiting system which is fully-focused on the Naval Service offer and delivery of 'unique opportunities' to targeted eligible candidates** - The needs and demands of our wide range of stakeholders are best met by our paramount commitment to satisfy the expectations and aspirations of potential candidates and applicants
BRAND Who are we?	We are the Nation's professional experts and leaders on defence and security in and from the maritime environment. **The sea is our home.** The Naval Service's unique ability to exploit the access provided by the sea ensures our place as a key component in defence and **Protecting Our Nation's Interests**.

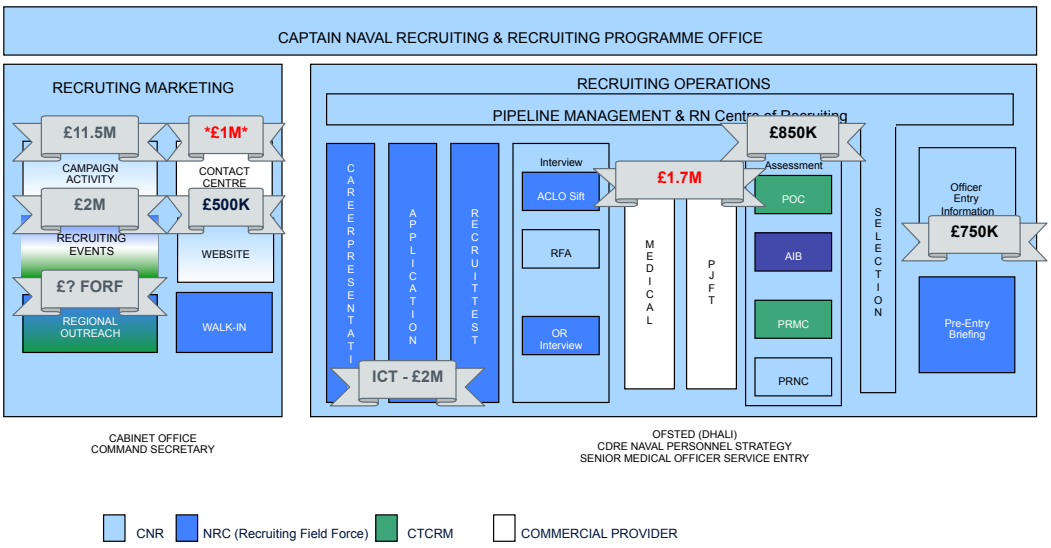
STRATEGY ELEMENTS What are the key elements that will differentiate us?	**Candidate- Focus**	**Innovation**	**Unity of Effort**	**Properly Resourced**
	We believe that our competitive advantage is our dedication to put candidates first - and to match their aspirations with **unique opportunities** in the Navy.	We are committed to finding new and better ways to reach and engage with eligible candidates – and to add value to the **unique opportunities** the Navy offers them.	We work collaboratively to ensure that everybody's efforts are consistently focused on communicating and presenting **unique opportunities** for eligible candidates.	We are determined to secure adequate resources to meet the Navy's recruitment requirements in a market in which candidates may have alternative opportunities.

OUR PEOPLE How do we behave?	**We put the candidate at the heart of everything we do**

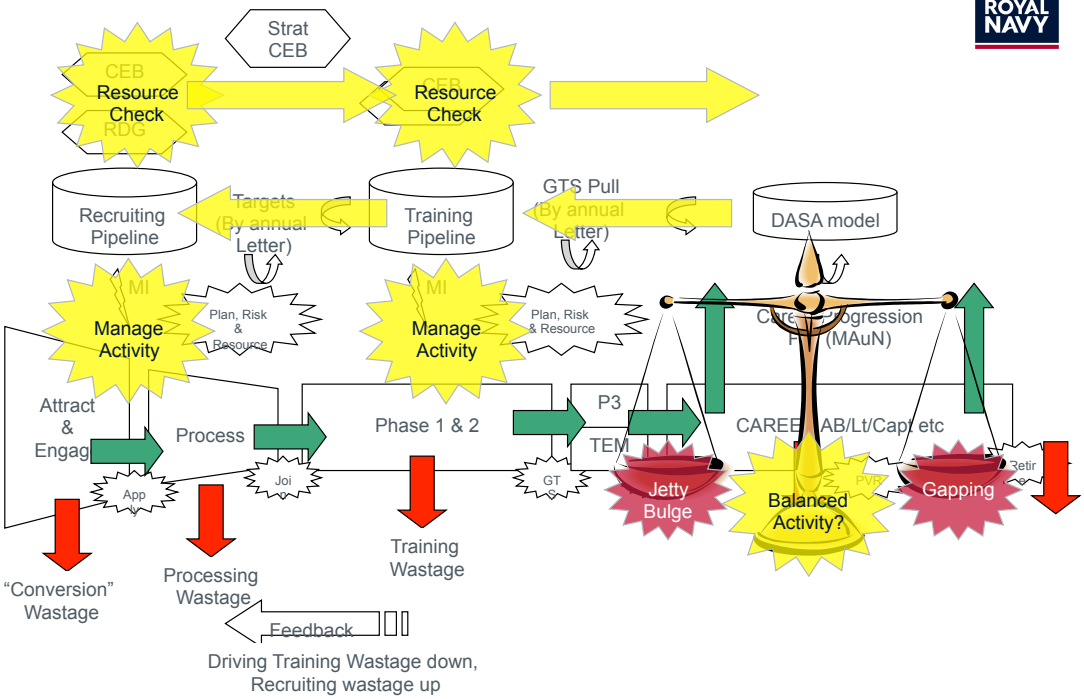
The E-2-E Process



The E-2-E Process



E-2-E Governance



Defence – Cost of Recruiting

Recruiting Costs 2012/13

Element	RN (£)	Army (£)	RAF (£)	TOTAL (£)
Manpower	17,387,987	92,839,921	20,382,402	**130,610,310**
Field Force Property	396,987	7,782,027	1,278,815	**9,457,829**
Mktg Campaigns	8,206,688	8,510,070	7,797,609	**24,514,367**
Mktg Ops	2,605,072	256,500	2,344,396	**5,205,968**
Other	4,631,325	13,368,131	3,627,501	**21,626,957**
TOTAL	**33,228,059**	**122,756,649**	**35,430,723**	**191,415,431**

Comparator Recruiting Costs 2011/12

Element	RN (£)	Army (£)	RAF (£)	TOTAL (£)
Manpower	20,341,538	94,691,466	22,769,098	**137,802,102**
Field Force Property	1,319,824	4,433,259	2,343,994	**8,097,077**
Mktg Campaigns	3,387,656	9,327,500	6,016,390	**18,731,546**
Mktg Ops	2,239,340	5,240,002	3,137,663	**10,617,005**
Other	4,729,006	20,903,762	4,435,848	**30,068,616**
TOTAL	**32,017,364**	**134,595,989**	**38,702,993**	**205,316,346**

Overall reduction in expenditure £13.9M (7%).

Defence – Cost of Recruiting

Recruiting Outcomes

6. As a result of the above investment, the following Regular forces were recruited in 2012/13 (source – DS[1]):

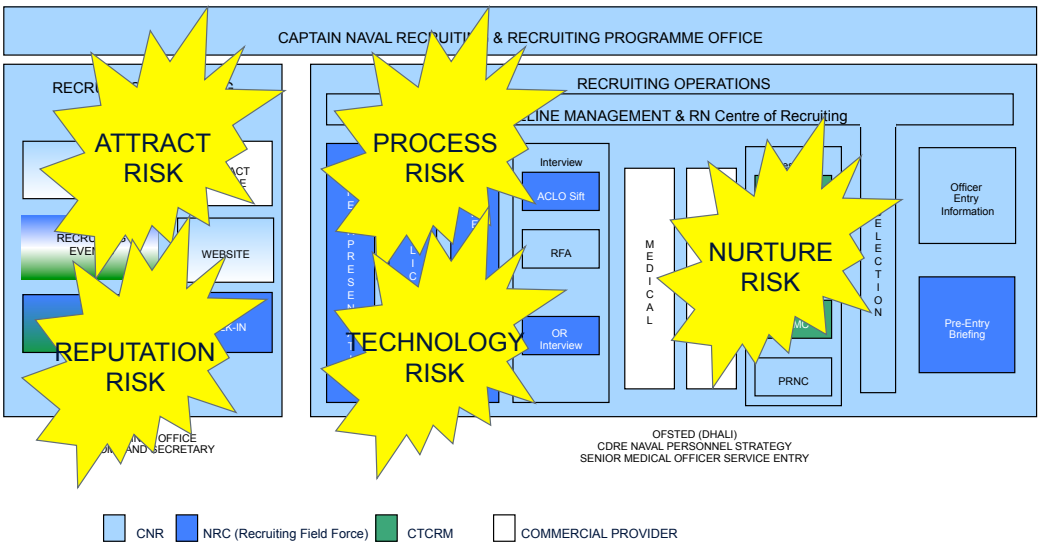
Rank	RN/RM	Army	RAF	Totals
Officer	280	640	140	1060
OR	2490	9660	1170	13320
Totals	2770	10300	1310	14380

Against the following Regular targets:

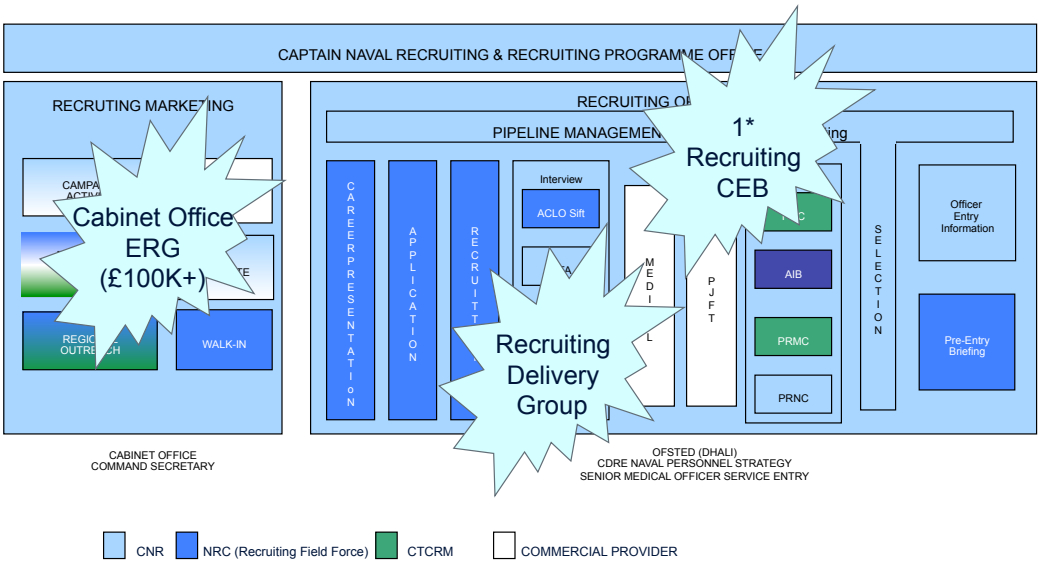
Rank	RN/RM	Army	RAF	Totals
Officer	322	600	260	1182
OR	2603	9833	1417	13853
Totals	2925	10433	1677	15035

[1] DS Annual Personnel Report 23 May 2013 – does not include RFA or Reserves.

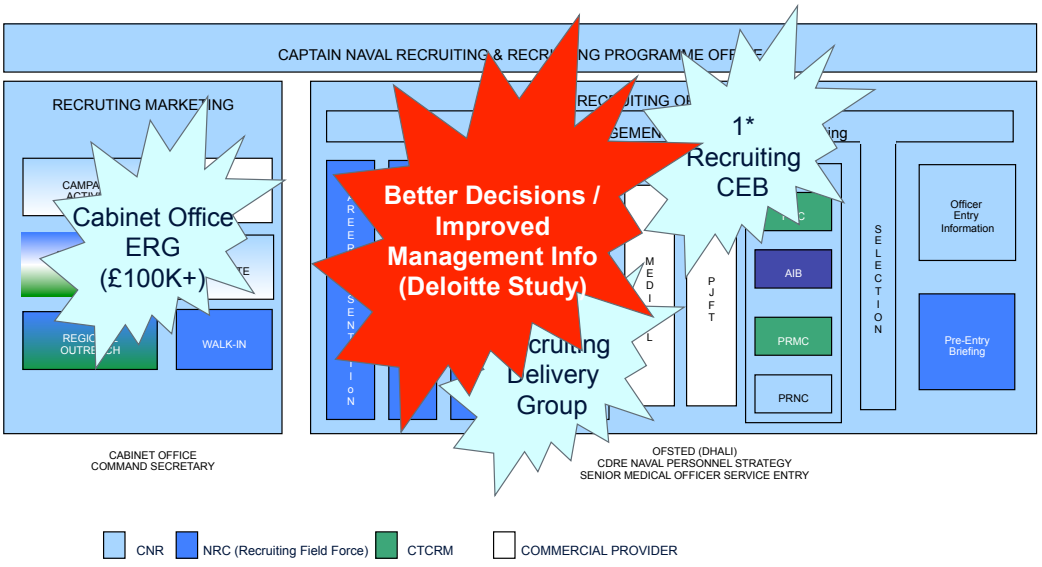
The E-2-E Process - Risk



The E-2-E Process - Governance



The E-2-E Process - Governance

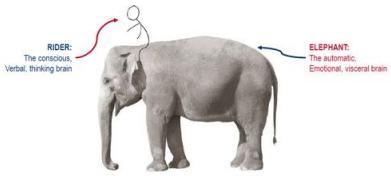


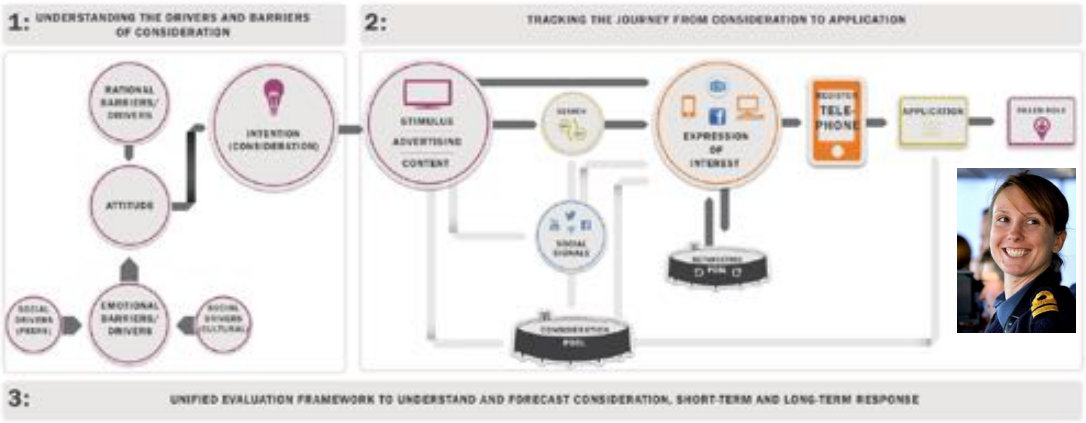
Marketing

IT'S A STATE OF MIND

ROYAL NAVY LIFE WITHOUT LIMITS

Behavioural Modelling





Meet the segments...

Impressionable Potentials

Segment size: 5.8m
29% of all 16-40 yrs old

Impressionable, young, male biased. Quite interested in joining the armed forces (perhaps because most likely to be seeking work). A sociable group that see **themselves as risk takers. Neutral attitude** towards the armed forces, however this feels more a result of limited information rather than a definite formed opinion.

Supportive Traditionals

Segment size: 3.8m
19% of all 16-40 yrs old

Female, older, downmarket, family biased. Less likely to be interested in joining the armed forces. A cautious group with money worries, and tend to be stressed. Overall, they are positive towards the armed forces and feel **veterans deserve respect,** and that it is a respectable career – but it's just not for them!

Content Traditionals

Segment size: 3.8m
19% of all 16-40 yrs old

Upmarket, older biased. Less likely to be interested in a career in the armed forces. **Current job is demanding,** therefore feel extra money is not enough incentive to give up their spare time. Content, active and organised. They are positive towards a military career (but not for themselves necessarily) and see it as a respectable career.

Liberal Pacifists

Segment size: 2.5m
13% of all 16-40 yrs old

Younger, female biased & less likely to be interested in joining the armed forces. Tend to be **ambitious, adventurous,** impulsive and a self conscious group. They have an **ethical outlook, and appear quite liberal.** They are a confident group that seek challenging careers, and prefer being direct with people in the workplace.

Ambitious Achievers

Segment size: 3.9m
20% of all 16-40 yrs old

Working, young male biased. Positive about, and **interested in joining the armed forces.** A confident group that enjoy travelling, challenging careers and work that helps others. Positive outlook on life overall, adventurous, ambitious, creative, active, cultured and organised people. **Regard the Armed Forces highly.**

Base: 16-40 yr old adults 20m (2,785 sample)
Source: CCS April 2012 study

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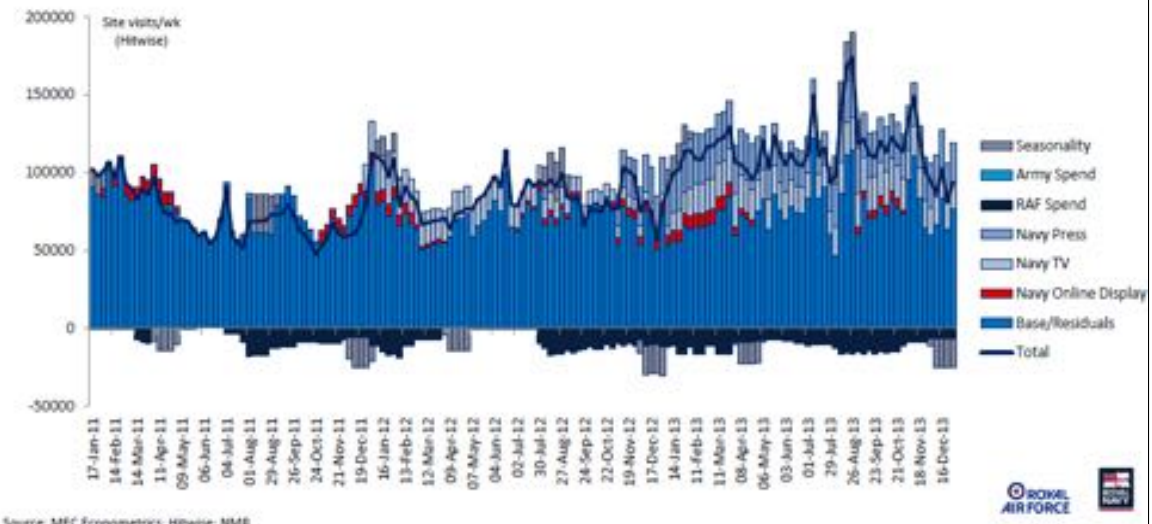
Base: 16-40 yr old adults 20m (2,785 sample)
Source: CCS April 2012 study

TARGETING RECOMMENDATION

Base: 16-40 yr old adults 20.1m (2,785 sample)
Source: CCS April 2012 study

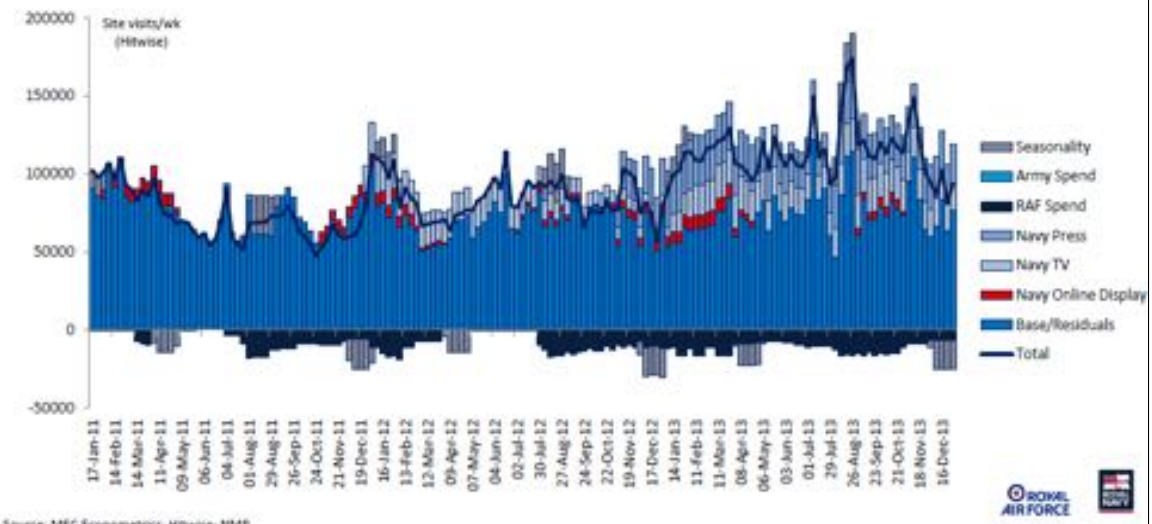
Engineer Challenge

Indicative Econometrics



Source: MEC Econometrics; Hitwise; NMR

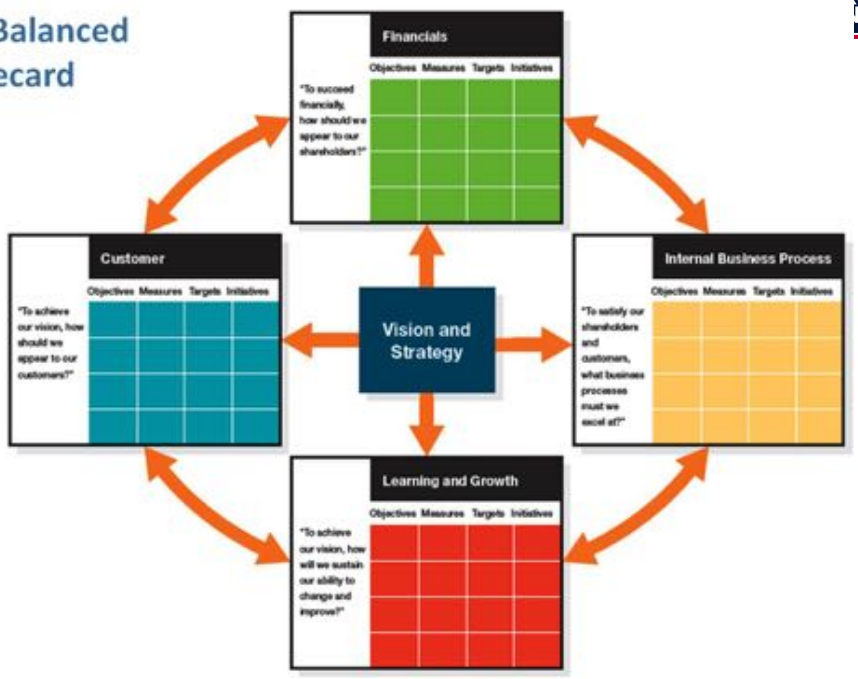
Indicative Econometrics



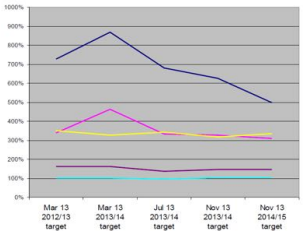
Source: MEC Econometrics; Hitwise; NMR

Recruiting Performance

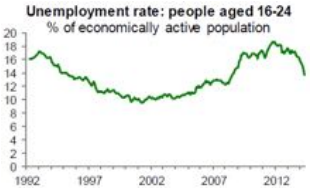
The Balanced Scorecard



FINANCIAL

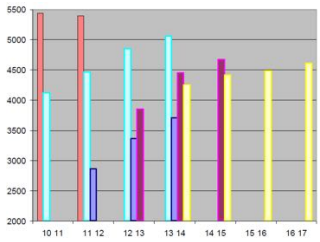


APPLICANT BEHAVIOUR



	Officers						Other Ranks					
	2014/15			2015/16			2014/15			2015/16		
RN GS Warfare	117%	115	98	0	100		100%	588	587	0	602	
RN SM Warfare	55%	21	38	0	36		97%	108	111	0	111	
RN Aviation	81%	51	63	0	77		99%	100	101	0	106	
RN GS Engineer	81%	43	53	0	55		98%	628	643	0	721	
RN SM Engineer	80%	40	50	0	50		79%	184	232	0	254	
RN GS Logistics	100%	14	14	0	15		78%	197	251	0	264	
RN SM Logistics	100%	14	14	0	16		67%	20	30	0	26	
RN Medical	94%	30	32	0	29		100%	68	68	0	84	
RN Chaplain	86%	3	5	0	7							
RM	100%	56	56	0	54		77%	830	1074	0	996	
RN Reserves	36%	51	143	0	142		81%	212	261	0	262	
RM Reserves	NA	1	0	0	0		87%	205	236	0	236	
RFA Cadet	100%	32	32	0	32							
RFA 3/O	100%	56	56	0	54							
RFA Rating							79%	141	179	0	150	
Welbeck/DTUS	93%	54	60	0	60							

CURRENT PERFORMANCE



REQUIREMENT

RCP Dashboard

(To be developed)

CHANGE PERFORMANCE

	Officers						Other Ranks					
	2014/15			2015/16			2014/15			2015/16		
RN GS Warfare	117%	115	98	0	100		100%	588	587	0	602	
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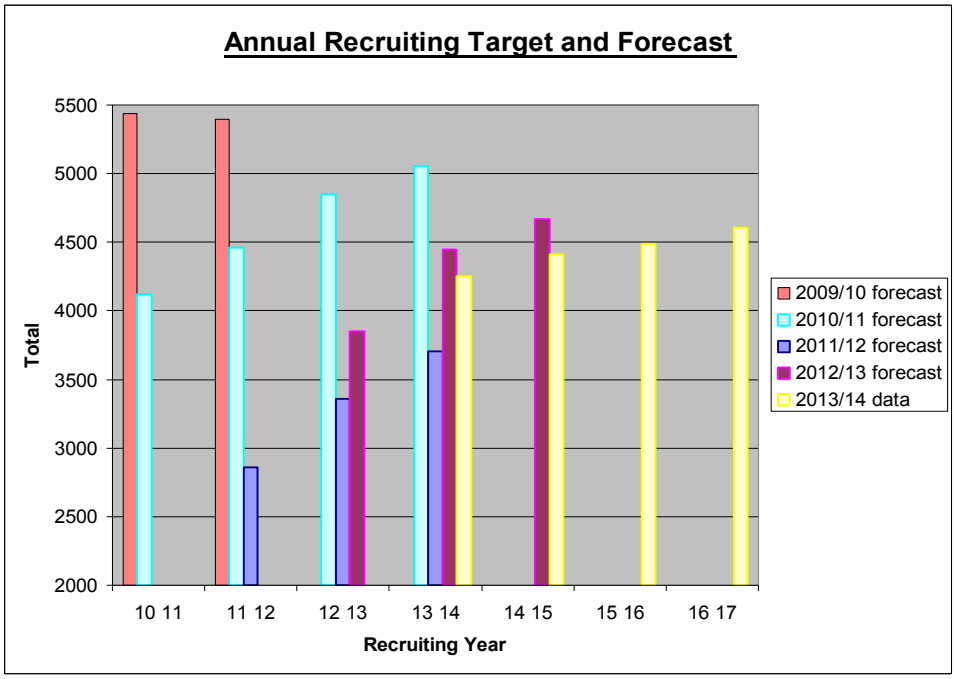
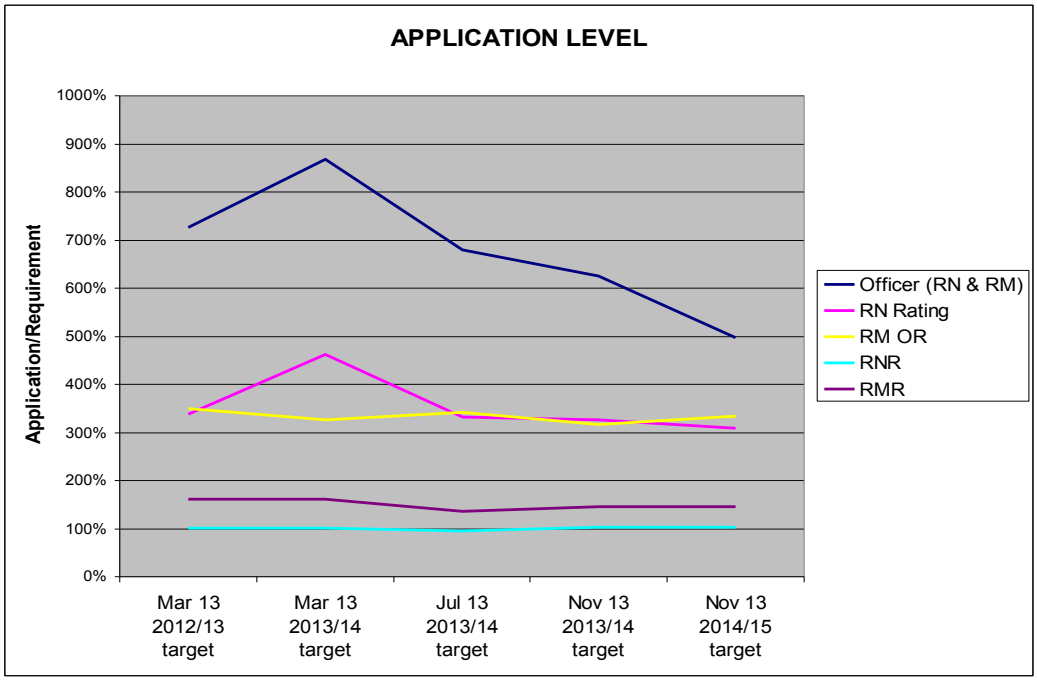
Process Performance



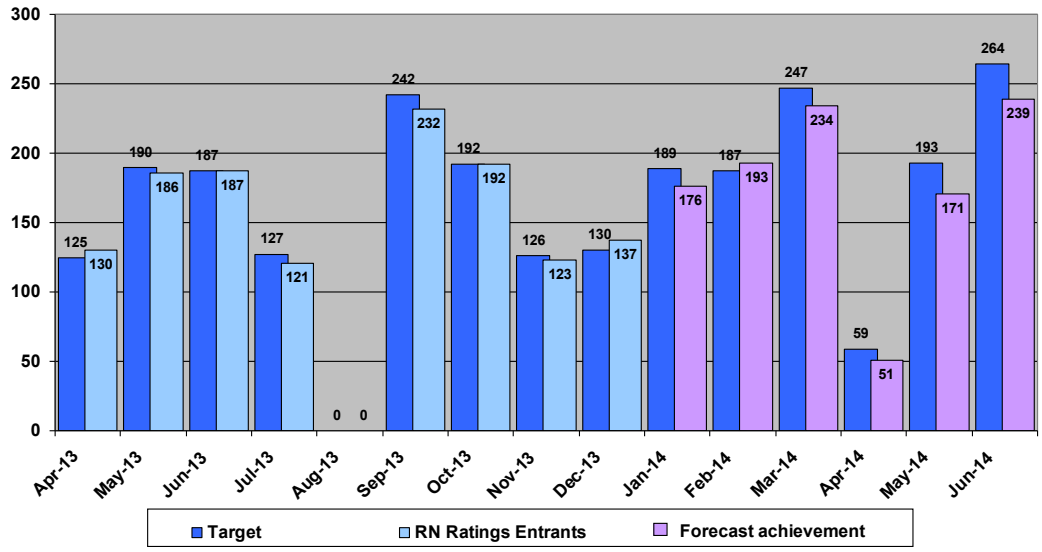
A recruiting target letter for 2013/14 has not been issued, data used for in-year targets is the current new entry pattern and pipeline forecast.

Process Performance



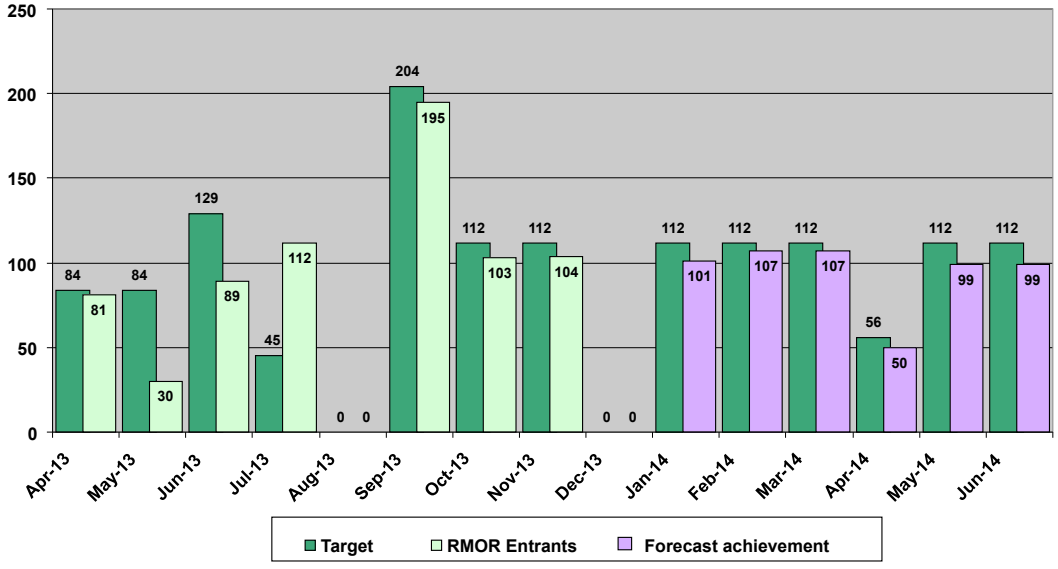
Process Performance

RN Ratings Entrants vs Targets

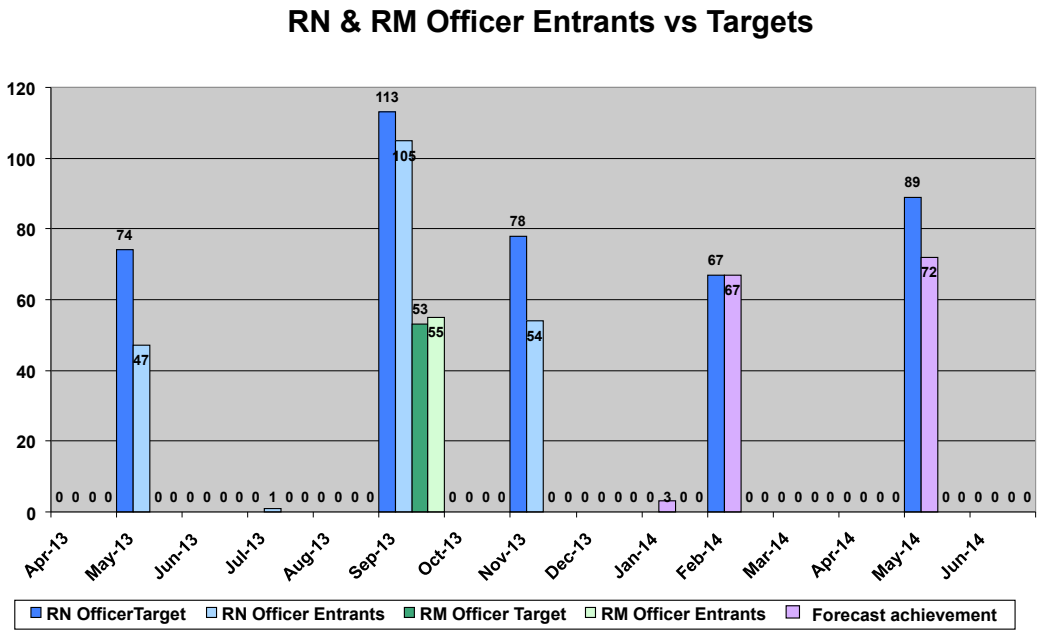


Process Performance

RMOR Entrants vs Targets



Process Performance



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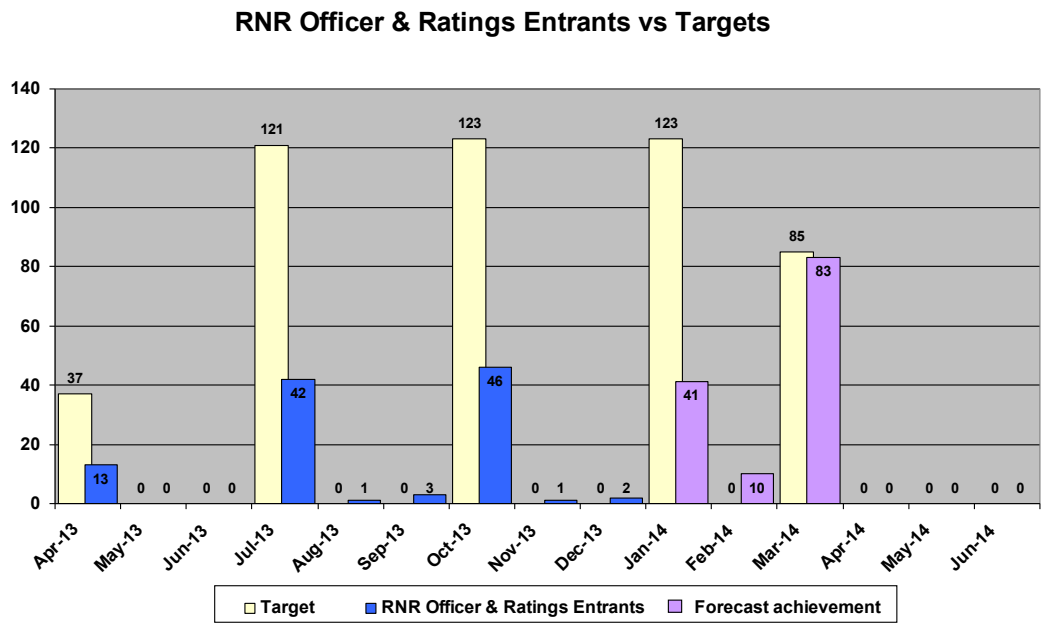

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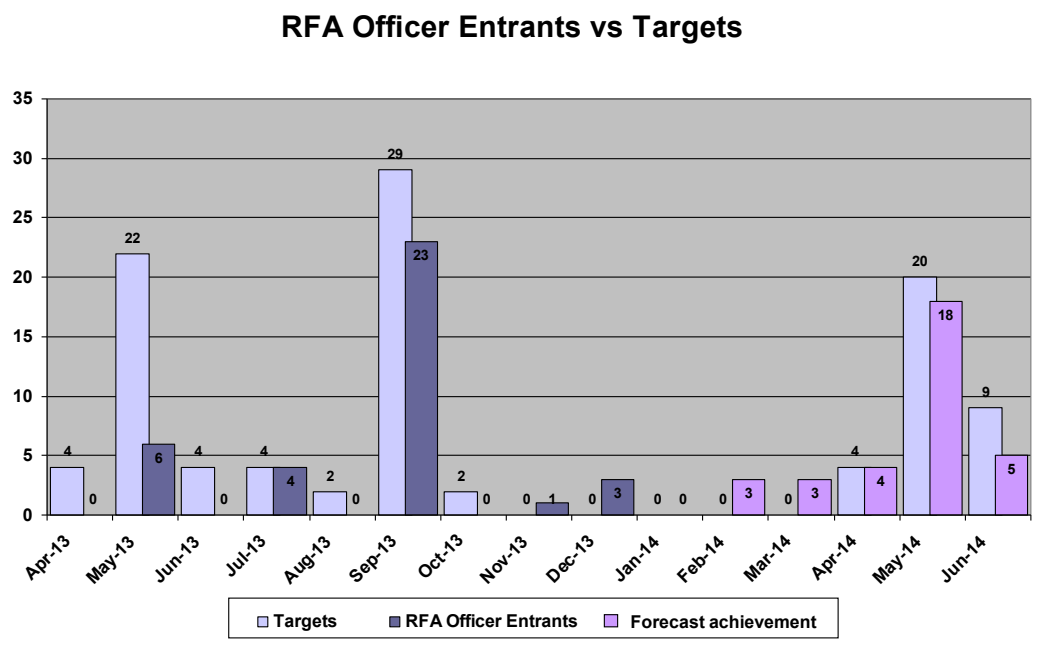


B.2 "Navy Command Future Organisation" Memorandum

ROYAL NAVY GALAXY

Serial: Galaxy 21-2014 **Date: 30-07-2014**

ISSUE: **Vice Admiral Sir Philip Jones KCB**
Fleet Commander

AUDIENCE: **All Royal Navy and Civilian Personnel.**

TIMING: **Routine**

ACTION: **Information**

NAVY COMMAND FUTURE ORGANISATION

1. I am delighted to announce the new organisation of Navy Command that has been approved by 1SL and to which we will start to transition immediately.

Why are we changing?

2. The changes are a necessary evolution. Under Defence Reform, Navy Command has been given far greater responsibility and authority for managing both our current affairs and our future. We have risen to these challenges and, in doing so, it has become increasingly clear that Navy Command is not best placed to adopt the modern and empowered model that Defence is pioneering. The solution is a suite of coherence changes to our organisational structure, our business processes, our governance and our capability management responsibilities.

Navy Command Future Organisation

3. The new organisation of Navy Command is at Enclosure 1. The main changes are:

- At 3* level, the Fleet Commander has responsibility for the daily business of force generation and current operations, and 2SL has responsibility for running the strategic Headquarters of the RN including all aspects of managing current and future capability.
- At 2* level, there are clear focal points for capability management of ships / submarines, and for aviation / littoral manoeuvre. These are supported by dedicated 2* enabling directorates.
- Command of the Flotillas transfers to COMOPS to recognise the synergy between force generation and operations.
- FOST will (from mid-2015) assume the duties of Flag Officer Scotland and Northern Ireland, but without responsibility for Regions or Reserves, which move elsewhere. This compensates for the new 2* ACNS(Ships and Submarines), keeping the star count neutral.
- At 1* level, the current ACOS(SSM) portfolio is split in two: a new ACOS(SSM) to focus on ship and submarine capability management, and a new ACOS(Engineering Support) to focus on cross-cutting matters and engineering branch transformation.

The benefits of change

4. The principal benefits of this change are:

Protecting Our Nation's Interests

Figure B.2: First page of the Royal Navy's "Navy Command Future Organisation" memorandum by Vice Admiral Sir Philip Jones KCB, Fleet Commander, RN. The rest of the memorandum is on the following pages of this section.

- It simplifies our current matrix structure to give greater clarity over who does what.
- It aligns Command chains and responsibilities to better enable delegation and prioritisation.
- It creates clearer supporting / supported relationships at 3*, 2* and 1* level and better aligns accountability, responsibility and authority.
- It provides more dedicated 2* and 1* capability management of ships and submarines.
- It reinforces platform primacy by creating specialist, platform focussed, 2* areas that can act as 'Intelligent Customers'.

The timetable for change

5. To ease the transition, Navy Command will evolve into this new structure between now and Summer 2015 in accordance with the timetable at Enclosure 2. Some of the changes may happen earlier than indicated. As the changes focus on aligning responsibility at senior levels, many of you at OF5 / Grade B and below will notice little difference to your daily business.

Summary

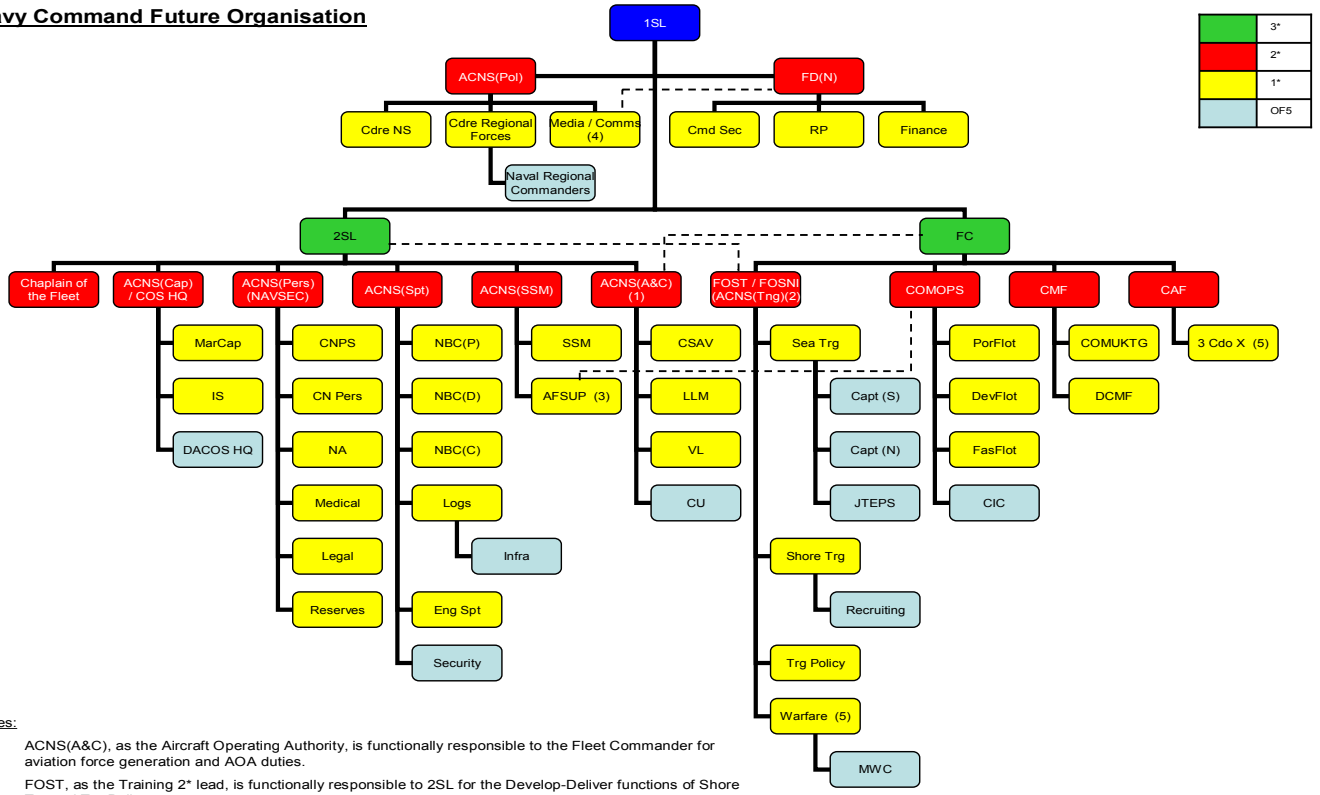
6. This is a significant milestone. While we will never be fully 'at rest' in terms of organisational design (and some form of 'matrix management' will always be inevitable given our size), implementation of this model will complete the journey we started with the TLB merger and advanced through Transformation and Navy Command Review. In approving the plan, 1SL was acutely aware of, and most grateful for, the time and effort that many of you have devoted to this subject. He asked me to pass on his sincere thanks.

Fleet Commander

Enclosures:

1. Navy Command – new organisation.
2. Implementation Plan.

Navy Command Future Organisation



Notes:

1. ACNS(A&C), as the Aircraft Operating Authority, is functionally responsible to the Fleet Commander for aviation force generation and AOA duties.
2. FOST, as the Training 2* lead, is functionally responsible to 2SL for the Develop-Deliver functions of Shore Trg and Trg Policy.
3. ACOS(AFSUP), as the RFA Flot Comd, is functionally responsible to COMOPS for RFA force generation.
4. Hd Media/Comms is functionally responsible to FD(N) for RN Communications coherency with the Dept of State function.
5. The exact future position in the model of 3 Cdo Bde and ACOS(W) is still tbc.

IMPLEMENTATION PLAN

Date	Change
27 Aug 14	• FOSNNI supersession • ACNS(Pers) assumes line management of CMR and SRO of NC FR20 Prog Board
15 Sep 14	• ACNS(Cap) / COS HQ supersession
By 30 Sep 14	• Flotillas and Capability Integration Cell transfer line management from ACNS(Spt) to COMOPS • Hd Media/Comms transfers line management from Cmd Sec to ACNS(Pol). Hd Media/Comms assumes line management of RNPT and Regional PROs
By 31 Jan 15 *(based on proximity to 1* common reporting date)*	• Establish new ACOS(Engineering Support) post and ES team. • Establish new ACNS(SSM) post. ACOS(SSM) and ACOS(AFSUP) transfer line management from ACNS(Spt) to ACNS(SSM) • Establish new Cdre Regional Forces (CRF) post as RNR FTRS. FORF title and role disestablished. CRF assumes line management of existing FORF HQ cell, all NRCs and RMBS • Establish new 1* (SCS) Hd Finance • Security team transfers line management from FOSNNI to ACNS(Spt)
By 31 Mar 15 *(based on proximity to SORF reporting date)*	• New 3* - 2* structure established *(Date of change needs to remain coherent with Flag plot arrangements)*
By Summer 2015	• FOST and FOSNNI merge • ACOS(W) to transfer line management from ACNS(Cap) to FOST/FOSNI

B.3 "Welcome to AFCO Portsmouth" Briefing Slides

Figure B.3: Opening slide of "Welcome to AFCO Portsmouth," briefing by Lt Cdr Mitch Vowles RN, WO1 Laurie Moody, RN, and WO1 Chris Smith, RN. Presentation to Naval Postgraduate School at Portsmouth Armed Forces Career Office (AFCO) on 20 August 2014. The rest of the briefing slides are on the following pages of this section.

• Scope

ARMED FORCES CAREERS OFFICE (PORTSMOUTH)

- **Introduction**
- **Area and assets**
- **Functions of an AFCO**
- **Tour AFCO and meet staff**
- **Discussion**

• Introduction

ARMED FORCES CAREERS OFFICE (PORTSMOUTH)

Lt Cdr Mitch Vowles RN
Regional Recruiting Officer
Greater London and the South East

- Introduction

ARMED FORCES
CAREERS OFFICE
(PORTSMOUTH)

WO1 Laurie Moody
Area Recruiting Manager East England 5

The Functions of an AFCO

ARMED FORCES CAREERS OFFICE (PORTSMOUTH)

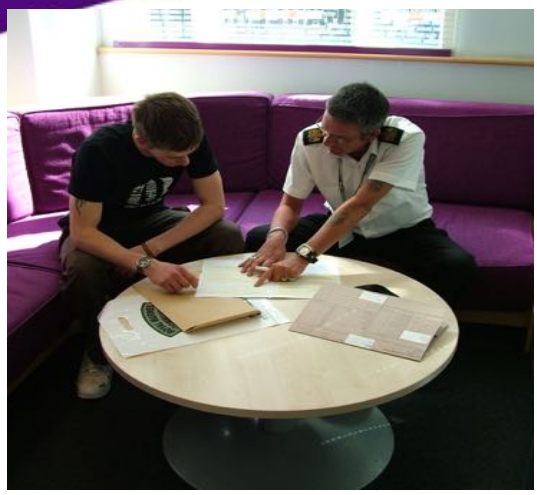
Who are we?

ARMED FORCES CAREERS OFFICE (PORTSMOUTH)

- We are a “one stop shop” for service recruiting. With 53 offices across the UK. However, not all offices are tri-service as there is a number of variations.
- Each office has a nominated sponsor and in Portsmouth’s case it is the **Army**.

The Main Functions of an AFCO

ARMED FORCES CAREERS OFFICE (PORTSMOUTH)



- Process candidates from initial enquiry via an online portal, to entry.
- The on site facilities allow staff to conduct briefings, presentations, testing and selection interviews. However, some parts of the process such as medical, fitness and any further selection testing is carried out off site.
- Finally Raising Awareness, by active engagement with the public through attending various outreach activities.

Areas that we recruit into?

ARMED FORCES CAREERS OFFICE (PORTSMOUTH)

- RN Officers
- RN Ratings
- RM Officers
- RM Other Ranks
- RNR DE Officers
- RNR Ratings
- RMR Other Ranks
- RFA Ratings

Any Questions?

ARMED FORCES CAREERS OFFICE (PORTSMOUTH)

- Introduction

ARMED FORCES CAREERS OFFICE (PORTSMOUTH)

WO1 Chris Smith MBE

Careers Adviser AFCO Portsmouth

ARMED FORCES
CAREERS OFFICE
(PORTSMOUTH)

Invitation to Tour the AFCO Premises

B.4 "Naval Recruit Marketing" Briefing Slides

Figure B.4: Opening slide of "Naval Recruit Marketing," by Mr Paul Colley, Marketing Manager, Royal Naval Recruiting. Presentation to Naval Postgraduate School at HMNB Portsmouth on 21 August 2014. The rest of the briefing slides are on the following pages of this section.

What is Marketing ?

It is the business as seen from the customers perspective

Naval Recruitment Integrated Approach – guiding principles

Its all about him/her

Its all about him/her

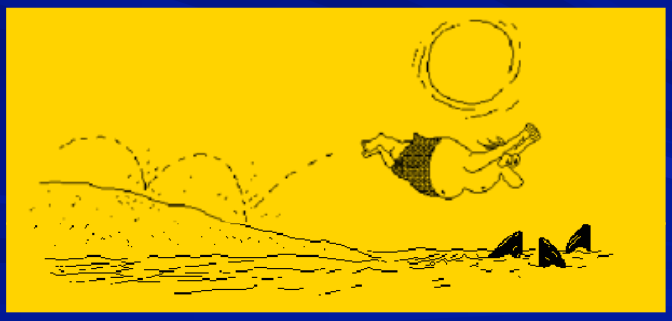
- Focus
- Insights

Customer First
Royal Navy Second
Local Business Unit Third

IF YOU ALWAYS DO WHAT YOU'VE ALWAYS DONE,

YOU'LL ALWAYS GET WHAT YOU'VE ALWAYS GOT.....

IF YOU'RE LUCKY.



Three Strategic Imperatives

1. Meet Recruiting Targets – *sufficient eligible contacts*
2. Customer Focused Business -*Customer Value Proposition The Offer – What`s in it for me*!
3. Demonstrate Value – *ROI – ERG Efficiency Reform Group*

APPENDIX C:
Australian Defence Force Supporting Documents

They waited neither for orders nor for the boats to reach the beach, but, springing out into the sea, they waded ashore, and, forming some sort of rough line, rushed straight on the flashes of the enemy's rifles.

Ellis Ashmead-Bartlett (1881 – 1931)

This appendix contains materials provided by the Australian Defence Force Recruiting prior to and during our visit on 27-28 August 2014.

- Introductory briefing by CAPT Simon O'Brien, RAN, Director Military Recruiting, DFR. Presentation to Naval Postgraduate School at Fairbairn, ACT, on 27 August 2014.
- "Australian Defense Force Recruiting," briefing by MAJ Troy Larkin, DFR. Presentation to Naval Postgraduate School at Fairbairn, ACT, on 27 August 2014.
- "DFR ICT and Digital," briefing by Mr. Owen McKerrow and Mr. Nick Rudzki. Presentation to Naval Postgraduate School at Fairbairn, ACT, on 28 August 2014.
- "Understanding Millennials – A GPY&R Perspective." Report provided by Australian DFR.
- "Social Media in DRF. Why?" Briefing slides provided by Australian DFR.

C.1 Introductory Briefing Slides

Figure C.1: Opening slide of introductory briefing by CAPT Simon O'Brien, RAN. Presentation to Naval Postgraduate School at Fairbairn, ACT, on 27 August 2014. The rest of the briefing slides are on the following pages of this section.

Scope

- Visit overview
- ADF Workforce
- DFR Mission
- (Military) Organisational Structure
- DFR
- Current Recruiting Process
- Thoughts on Millennials

Call 13 19 01 or visit www.defencejobs.gov.au

Wednesday 25 Aug 14

- DG DFR Welcome
- DFR Overview
- Operations – Manpower Group
- Targets / Metrics
- National Marketing
- Digital
- Operations – Military
- Plans / Policy
- Strategic Communications
- Plenary discussion

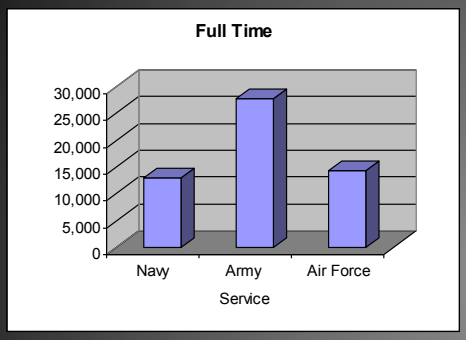
Call 13 19 01 or visit www.defencejobs.gov.au

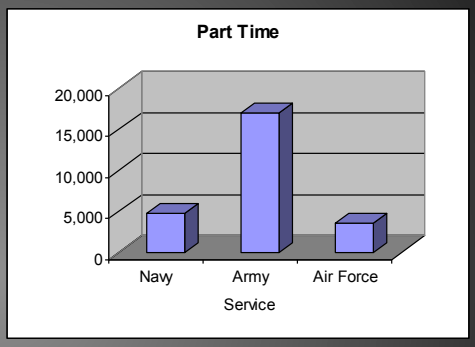
Thursday 26 Aug 14

- Defence Force Recruiting Centre - Canberra

Call 13 19 01 or visit www.defencejobs.gov.au

ADF Workforce





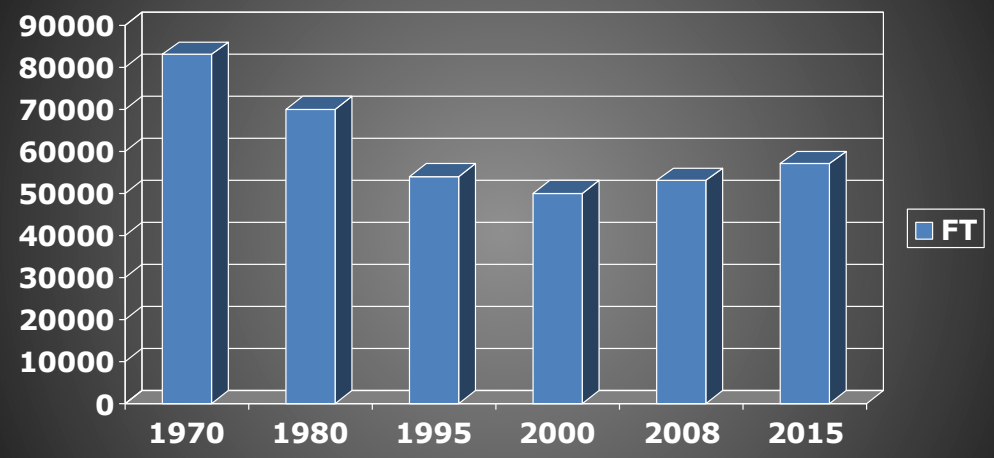
Total in uniform....Approx. 84,183

Plus

APS Staff 21,346

Call 13 19 01 or visit www.defencejobs.gov.au

ADF Workforce



Call 13 19 01 or visit www.defencejobs.gov.au

ADF Workforce Statistics

- **Uniformed Workforce**
- **87% male**
- **13% female (Navy 18%, Army 11%)**
- **Full Time ADF to grow from 53,100 to 57,000 by 2015/16**
- **10000 – 11000 enlistments per annum**

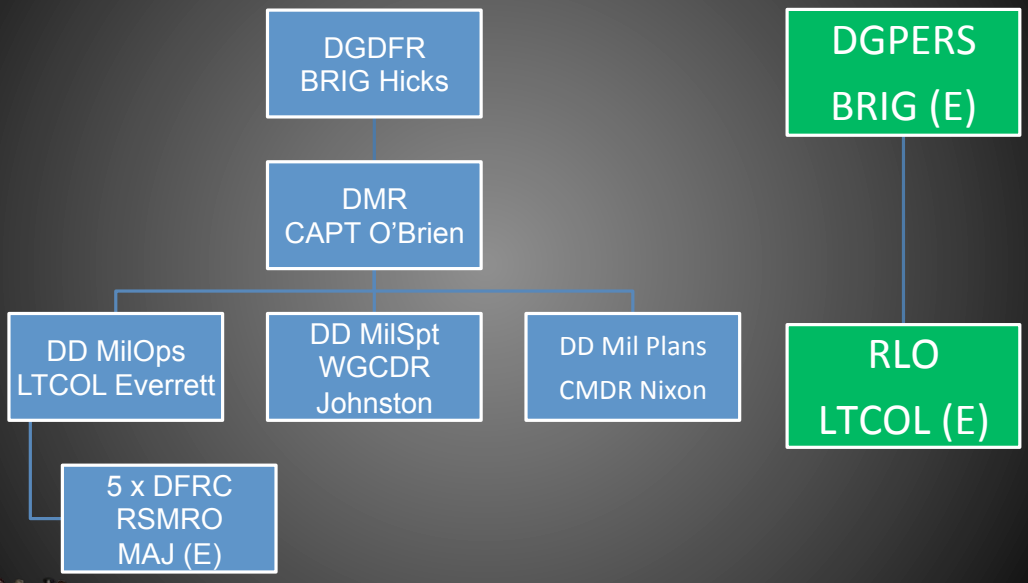
Call 13 19 01 or visit www.defencejobs.gov.au

DFR Mission

DFR recruits the right people in the right numbers at the right time for the ADF in order to build and sustain Defence capability

Call 13 19 01 or visit www.defencejobs.gov.au

Military Organisational Structure



Call 13 19 01 or visit www.defencejobs.gov.au

What is DFR

- Manpower Group
- Australian Defence Force
  - Posted staff
  - Interested parties
- Australian Public Service
- Contracted support

Call 13 19 01 or visit www.defencejobs.gov.au

Governance

- Executive Management Group (EMG) - Monthly
  - DRS, DMR and Director Business Services
  - Service representatives
  - DFR Medical, Psych and vacancy management staff
  - All decisions must be agreed by DRS and DMR – if not, escalation to BOM
- Board of Management (BOM) – Meets Bi-Monthly
  - Chair – Head People Capability Group (2 Star)
  - Senior Service representatives
  - Defence Health and Workforce Planning staff
  - DRS, DMR, and MD Manpower invited to all meetings

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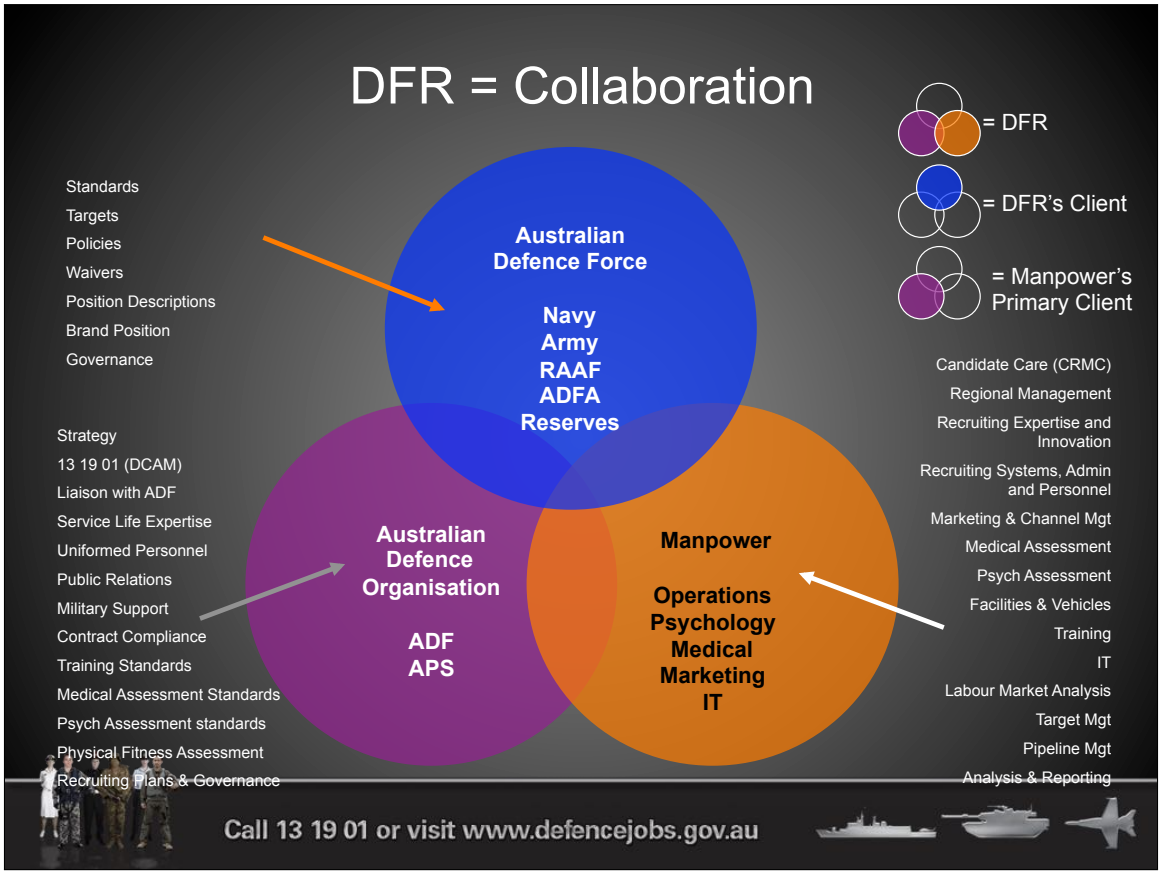
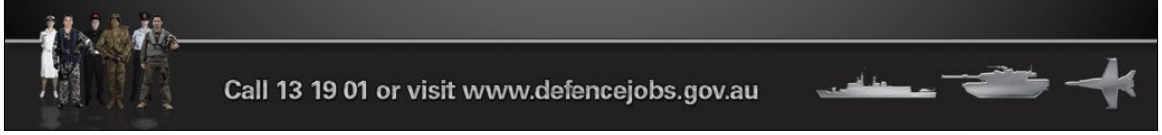
DFR = Collaboration



Recruiting Process (Generic)

- Application
- YOU Session
- Assessment Session
- Officer Selection Board
- Fitness Test
- Enlistment / Appointment



Application

- Telephone
- Online (OLAT) www.defencejobs.gov.au

- Age
- Gender (No restrictions from Jan 15)
- Education
- Citizenship
- Behaviour / Appearance

Call 13 19 01 or visit www.defencejobs.gov.au

Your Opportunities Unlimited (YOU)

- Aptitude Testing
  - Reasoning and mathematical ability
  - General Aptitude Score (GAS)

- Medical Interview
  - BMI
  - Eyesight and colour perception
  - Height restrictions

- Career Counsellor
  - Job opportunity report

Call 13 19 01 or visit www.defencejobs.gov.au

Assessment

- Medical Assessment
- Psychological Assessment
- Defence Interview – Professional job interview
- Flight Screening (Pilot applicants only)

Call 13 19 01 or visit www.defencejobs.gov.au

Officer Selection Board

- Leadership skills
- Public Speaking
- Group assessment (physical and cognitive abilities)
- Panel interview
- Service recommendation (not DFR)

Call 13 19 01 or visit www.defencejobs.gov.au

Fitness Test

- Completed within 28 days proceeding enlistment
- Minimum standard required to commence training
- Shuttle Run / Push-ups / Sit-ups
- By Gender/Service

- Exceptions
  - Naval Clearance Diver
  - Air Force Ground Defence Officer
  - Army Special Forces Direct Recruiting Scheme

Call 13 19 01 or visit www.defencejobs.gov.au

Enlistment / Appointment

- Letter of Offer

- Attestation medical

- Ceremony

Call 13 19 01 or visit www.defencejobs.gov.au

Millennials

- Median of 50 text messages sent by teenager every day
- 40% of millennials think blogging about workplace issues is acceptable (compared to 20% of boomers)
- 32% of millennials dislike advertising in general
- 23% of millennials expect to remain with their first employer for two years
- By 26 a person will have an average of 7 jobs
- 2% of US millennials are military veterans (6% of Gen Xers, 13% of boomers)

Call 13 19 01 or visit www.defencejobs.gov.au

C.2 “Australian Defense Force Recruiting” Briefing Slides

Figure C.2: Opening slide of “Australian Defense Force Recruiting” briefing by MAJ Troy Larkin, DFR. Presentation to Naval Postgraduate School at Fairbairn, ACT, on 27 August 2014. The rest of the briefing slides are on the following pages of this section.

Australian Defence Force

- All volunteer force
- Permanent ADF workforce - 56,248 (Sep 13)
  - Army – 50.6%
  - Navy – 24.6%
  - Air Force – 24.8%
- Recruiting achievement (90%)
- Last FY recruited 6036 permanent & 2261 part-time
- Target demographic: 18-24 years
- Increasing demand for technical skills
- Focus on women, indigenous & multicultural

Defence Force Recruiting

- Marketing and recruitment services between Defence and a prime Recruitment Process Outsourcing (RPO) provider
- Hybrid RPO
- Collaborative relationship and responsibilities for end to end process
  - Jointly staffed Defence Force Recruiting Centres providing selection and assessment services
  - Defence managed call centre for initial enquiries
  - Contractor Customer Relationship Management Centre to manage candidate through the recruitment process
  - Sub-contracted medical and IT support
  - Defence contracted creative and digital marketing providers working to a Prime Contractor marketing team

Roles

Defence

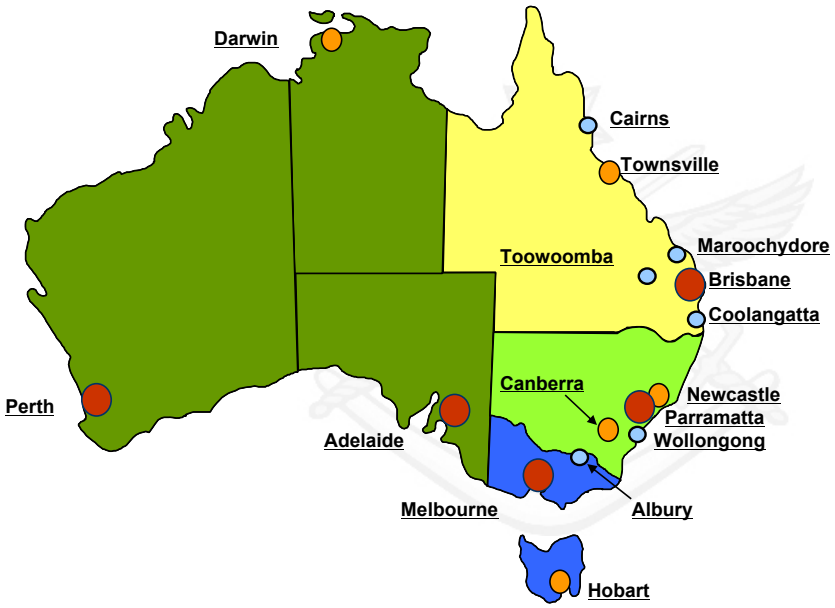
- **Military Recruiting**
  - Military Operations
  - Military Support
  - Plans
- **Business Management**
  - Contracts, finance, business support
- **Recruiting Health Services**
  - Medical and Psychology
- **Total staff - 368 positions**
  - 340 Military (232 FT, 108 PT)
  - 21 Public Servants

Contractor

ManpowerGroup

- **Recruiting Services**
  - Contracts and Recruiting Services
  - Strategic Business Services
  - Operations (Includes Candidate Relationship Management)
  - Marketing
- **Total Staff - 400 positions**

Regional Structure



Defence Force Recruiting Centre - Roles

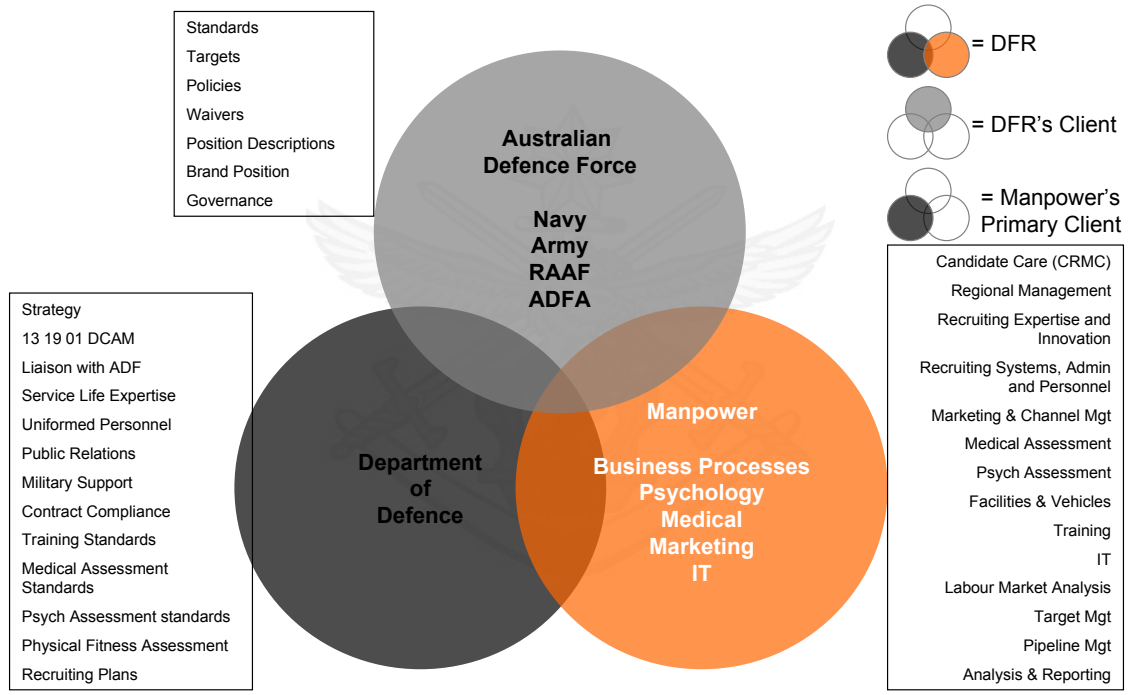
Australian Defence Force

- Senior Military Recruiting Officer
- Careers Promotion Team
- Specialist Recruiting Team (Brisbane, Sydney, Melbourne)
- Defence Interviewer
- Careers Counsellor

Manpower Group (Contractor)

- Centre Manager - Defence Force Recruiting
- Enlistment Coordinator
- Assessment Coordinator
- Admin Support
- Medical
- Psychology

DFR = Collaboration



Service Delivery Model

- Multi stage process - determine eligibility/suitability
  - Citizenship
  - Age
  - Education
  - Medical and psychological factors
  - Criminal history
  - Security
- Right Person, Right Numbers, Right Time
- The fit

Diversity Categories

- Women
- Indigenous
- CALD (Culturally and Linguistically Diverse)
- LGBTI (Lesbian, Gay, Bisexual, Transgender, Intersex)
- Aged
- Youth
- Disability (not appropriate for Defence Force Recruiting)

Campaign Material

- Press - regional & metro - classified & supplements
- Radio - used to spike enquiries
- Cinema – Movie Mix "demographic"
- TV - constant since Nov 1999
- Promotional Posters
- Social media

Social Media – Why?

92% of people **under 30** use social media ***everyday***

12.8M Australians have Facebook

5M Australians have Linkedin

2nd most popular search engine globally, rich content

Defence Jobs Facebook Page – Mar 13

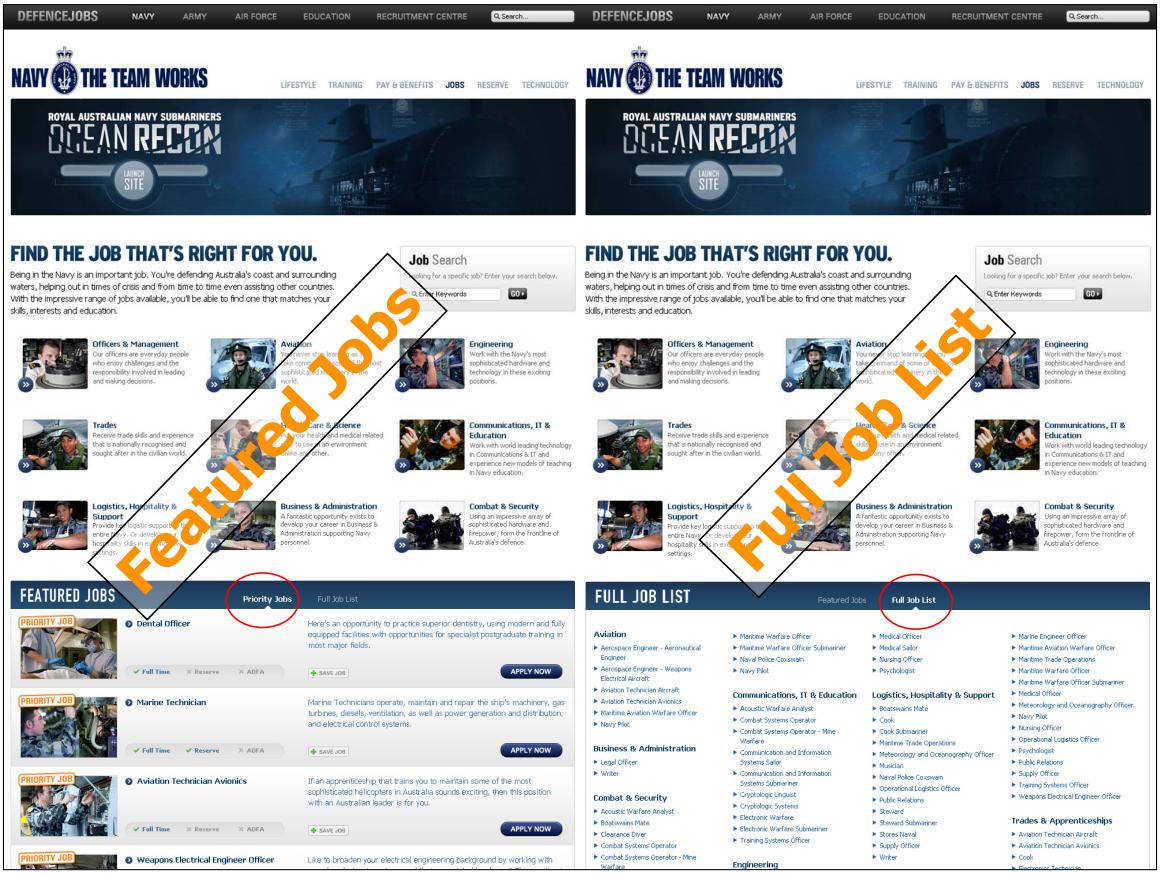
Challenges

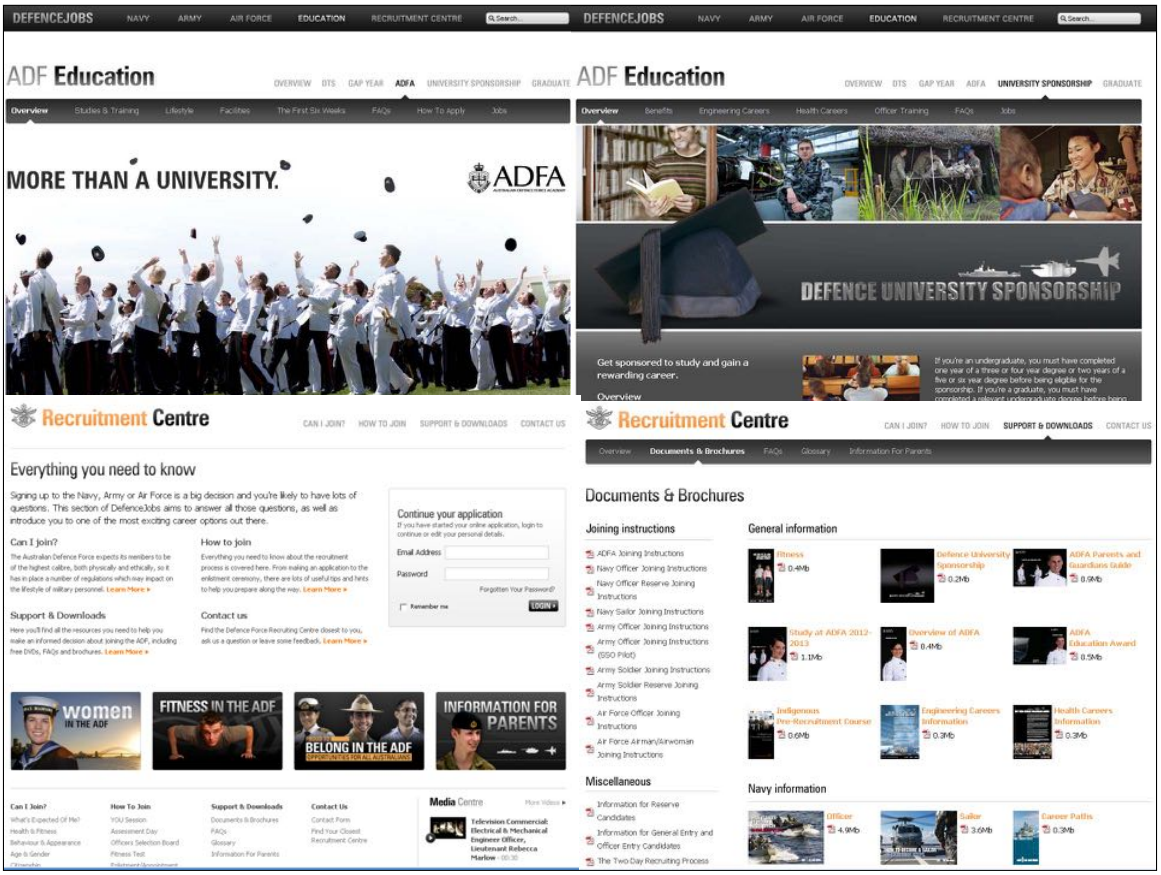
- Pipeline Shape
- Current recruiting environment
- Candidate driven (self preparation) vs ADF DFR staff driven
- Target Management
  - decision points
  - control measures
  - enquiry management
  - Standardisation of SDM (Regional variations)

Questions

NAVY
ARMY
AIR FORCE
DEFENCE FORCE RECRUITING

Tri-Service
Single Service
MEDICAL + HEALTH
LIVE INTERACTIVE BROADCASTS
YOU ASK AND WE ANSWER. INSTANTLY.
CLICK TO REGISTER
NAVY THE TEAM WORKS
NAVY AVIATION
JOBS IN THE NAVY
Recruitment Process
Personalised Job Finder
How to use this site
OCEAN RECON
GET FIT. ARMY STYLE.
AIR COMBAT OFFICER
NAVY OPERATION: GAME ON


DEFENCEJOBS
NAVY
ARMY
AIR FORCE
EDUCATION
RECRUITMENT CENTRE
NAVY THE TEAM WORKS
LIFESTYLE
TRAINING
PAY & BENEFITS
JOBS
RESERVE
TECHNOLOGY
ROYAL AUSTRALIAN NAVY SUBMARINERS
OCEAN RECON
LAUNCH SITE
FIND THE JOB THAT'S RIGHT FOR YOU.
Job Search
Officers & Management
Aviation
Engineering
Trades
Communications, IT & Education
Logistics, Hospitality & Support
Business & Administration
Combat & Security
Featured Jobs
FEATURED JOBS
Priority Jobs
Full Job List
PRIORITY JOB
Dental Officer
Marine Technician
Aviation Technician Avionics
Weapons Electrical Engineer Officer
APPLY NOW
Full Job List
FULL JOB LIST
Aviation
Communications, IT & Education
Logistics, Hospitality & Support
Business & Administration
Combat & Security
Engineering
Trades & Apprenticeships


DEFENCEJOBS
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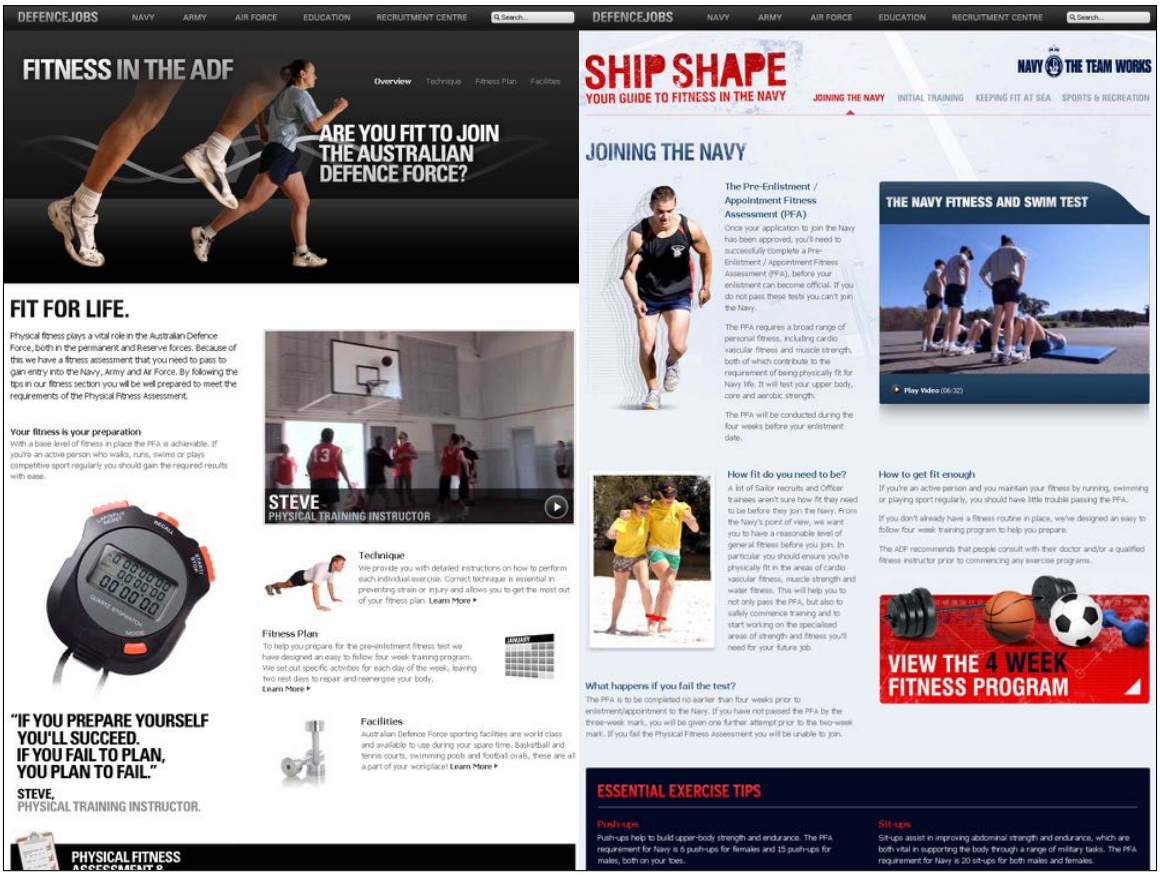
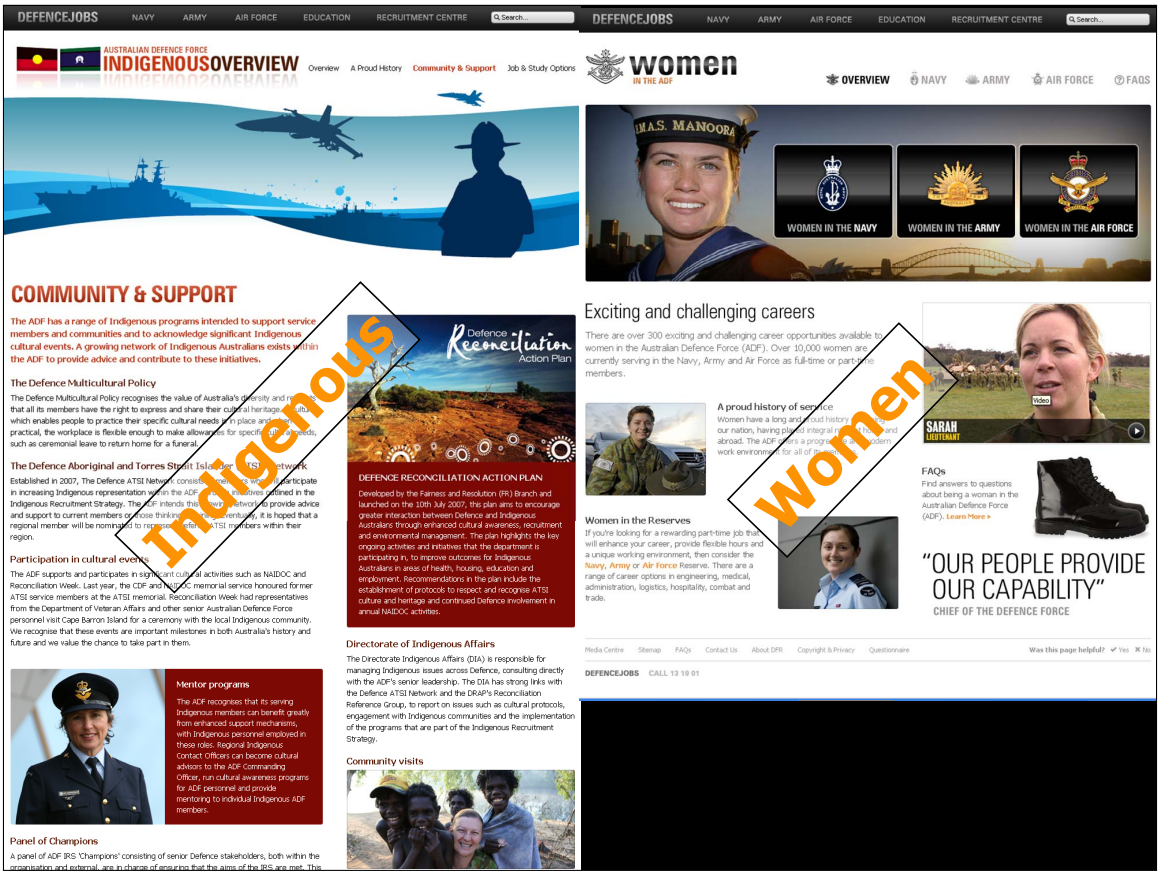
AIR FORCE
EDUCATION
RECRUITMENT CENTRE
ADF Education
OVERVIEW
DTS
GAP YEAR
ADFA
UNIVERSITY SPONSORSHIP
GRADUATE
MORE THAN A UNIVERSITY.
ADFA
DEFENCE UNIVERSITY SPONSORSHIP
Recruitment Centre
CAN I JOIN?
HOW TO JOIN
SUPPORT & DOWNLOADS
CONTACT US
Everything you need to know
Continue your application
Documents & Brochures
Joining instructions
General information
Miscellaneous
Navy information
women IN THE ADF
FITNESS IN THE ADF
BELONG IN THE ADF
INFORMATION FOR PARENTS


DEFENCEJOBS
NAVY
ARMY
AIR FORCE
EDUCATION
RECRUITMENT CENTRE
FITNESS IN THE ADF
ARE YOU FIT TO JOIN THE AUSTRALIAN DEFENCE FORCE?
FIT FOR LIFE.
STEVE
PHYSICAL TRAINING INSTRUCTOR
"IF YOU PREPARE YOURSELF YOU'LL SUCCEED. IF YOU FAIL TO PLAN, YOU PLAN TO FAIL."
STEVE,
PHYSICAL TRAINING INSTRUCTOR.
PHYSICAL FITNESS
SHIP SHAPE
YOUR GUIDE TO FITNESS IN THE NAVY
NAVY THE TEAM WORKS
JOINING THE NAVY
INITIAL TRAINING
KEEPING FIT AT SEA
SPORTS & RECREATION
THE NAVY FITNESS AND SWIM TEST
VIEW THE 4 WEEK FITNESS PROGRAM
ESSENTIAL EXERCISE TIPS


DEFENCEJOBS
INDIGENOUS OVERVIEW
COMMUNITY & SUPPORT
Indigenous
Defence Reconciliation Action Plan
DEFENCE RECONCILIATION ACTION PLAN
Directorate of Indigenous Affairs
Mentor programs
Panel of Champions
women
IN THE ADF
WOMEN IN THE NAVY
WOMEN IN THE ARMY
WOMEN IN THE AIR FORCE
Exciting and challenging careers
Women
"OUR PEOPLE PROVIDE OUR CAPABILITY"
CHIEF OF THE DEFENCE FORCE

DEFENCEJOBS
NAVY
ARMY
AIR FORCE
EDUCATION
RECRUITMENT CENTRE
Media Centre
Channels
Videos
Photos
NAVY THE TEAM WORKS
Now Playing
Marine Engineer Officer - Keith Hanlon
Download
Quicktime
Windows Media
NAVY THE TEAM WORKS
The Navy offers you the chance to be a part of world events that will change your life and the lives of others, and to gain world class qualifications while enjoying a fantastic lifestyle. Learn More
Explore the Navy channel to watch interviews with people serving in the Navy, the latest ad campaigns and to find out more about the fantastic range of jobs available. Learn More
Make sure you check out these sites as well
The Real Sea Patrol
Navy lifestyle
Submariners
Related Photos
There are 117 videos in this channel
Indigenous Overview - Medical Officer Under Training, LEUT Beimop Tapim - 02:46
Indigenous Overview - Navy Leading Seaman Carol Watego-Morgan - 02:24
Cryptologic Linguist – Kirsty & Mark - 02:56
Today Show - Navy Basic Trainno - 04:48
Ocean Recon Trailer - 01:15
Navy Marine Technicians - 07:02
Navy Aviation Technicians Avionics - 04:37
Jason: Electronics Technician - 02:05
Navy Aviation Technician Aircraft - 03:23
Marine Engineer Officer - Keith Hanlon - 02:05
Dental Officer - Katherine Bailey - 03:29
Maritime Warfare Officers - Reece Ryan and David Eyles - 03:08
Medical Officer - Kate Tindall - 02:34
Media Centre
defencejobsgames
GAMES
PLAYERS
MOBILE
EVENTS
WARFARE OFFICER
PLAY NOW
JOIN NOW
BECOME A MEMBER
Guest
YOU CAN :
YOU CAN NOT :
PLAY MULTIPLAYER GAMES
CHAT WITH OTHER PLAYERS
SIGN IN
BECOME A MEMBER
FEATURED GAMES
WARFARE OFFICER
STRIKE FIGHTER
Command your own fleet. Defend your base and destroy your enemy!
PLAY NOW
LEARNING THE ROPES
FREE NAVY KNOT TYING TOOL
WHAT'S NEW...
NEW SPECIAL AWARDS SECTION
Now you have a place to show off your special awards and unlocks that are not attached to games, like the Ocean Recon badge...
NEW MULTIPLAYER RATING SYSTEM
As part of the upcoming tournaments upgrade (it's close!) we've implemented a new ratings and ranking system across all the multiplayer games - we now rate all performances using the Elo rating scheme. You'll see these on the Top 10 lists for each multiplayer game from now on. Here's a few quick points to explain how this works:
Players receive an individual rating per game, with new players being set at a rating of 1,000.
Rating is an indication of a players strength or ability in that game. A player with a higher rating is in general expected to beat a player with a lower rating.
Winning will raise your rating, losing will lower it. The amount your rating changes is dependent upon the rating of your opponent. (beating a lower ranked opponent will not cause as much of a gain as beating a higher ranked opponent).
Ratings are marked as "provisional" until 5 games have been completed, to help initially set their level.
Ranked players' ratings are not effected by playing provisional players.
As usual, a drop out / rage-quit is a loss, and will be reflected in the ratings.
Feel free to check the Wikipedia page for an in-depth description about the Elo system for more
LIVE FEED
Now with 74,434 gamers & over 3,027,689 game plays.
doot007 defeated C130 at a game of Supreme Air Combat. (2 minutes ago)
BECOME A FACEBOOK FAN
DefenceJobs Games on Facebook
Like
957 people like DefenceJobs Games.
INVITE YOUR FRIENDS
Ask your friends to sign up and you could earn points!
*conditions apply
SEND INVITE!
TOP GAMERS
Games

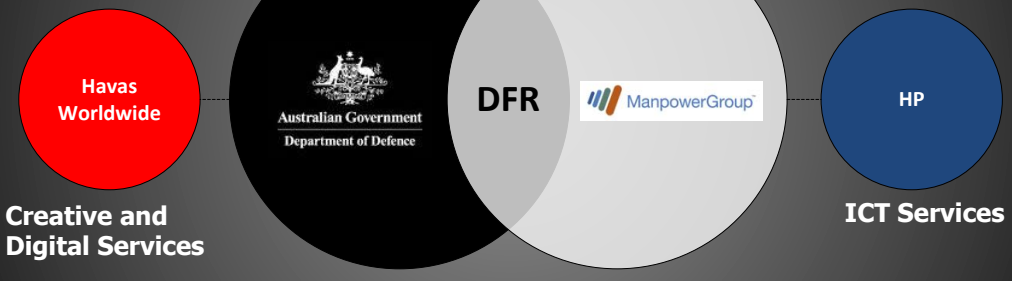
C.3 "DFR ICT and Digital" Briefing Slides

Figure C.3: Opening slide of "DFR ICT and Digital" briefing by Mr. Owen McKerrow and Mr. Nick Rudzki. Presentation to Naval Postgraduate School at Fairbairn, ACT, on 28 August 2014. The rest of the briefing slides are on the following pages of this section.

The DFR Partnership
World's Largest RPO

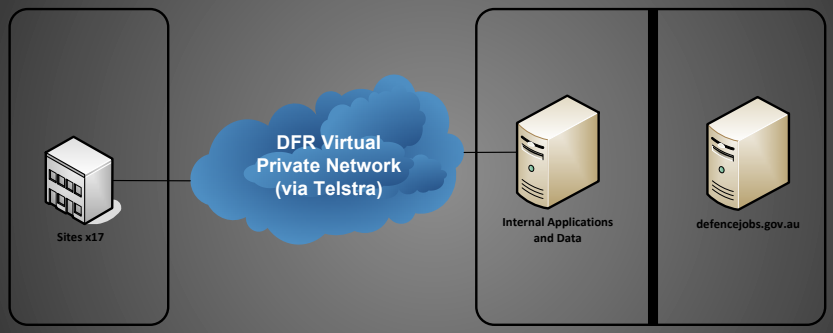
Call 13 19 01 or visit www.defencejobs.gov.au

The DFR Partnership
Our Service Providers



Call 13 19 01 or visit www.defencejobs.gov.au

The DFR Physical Network
The Nuts and Bolts



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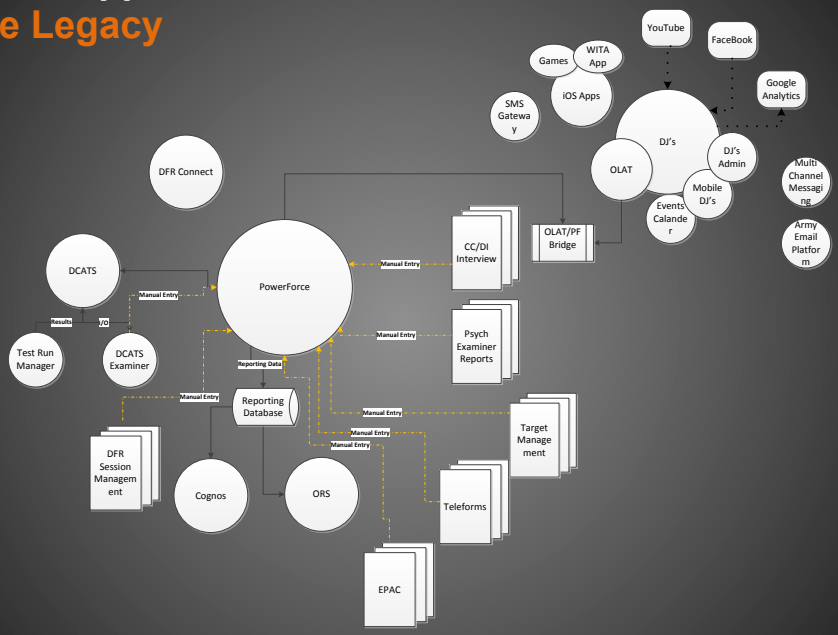
DFR's Application Environment
The Legacy



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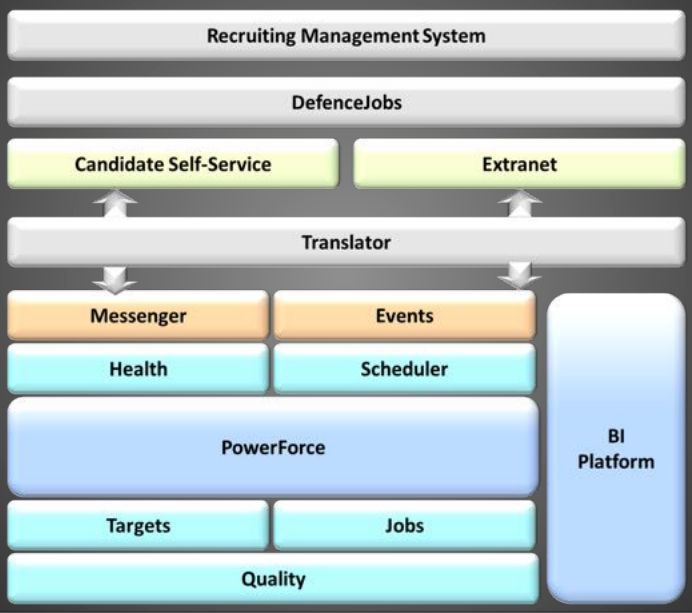
DFR's Applications Roadmap
The Next Generation



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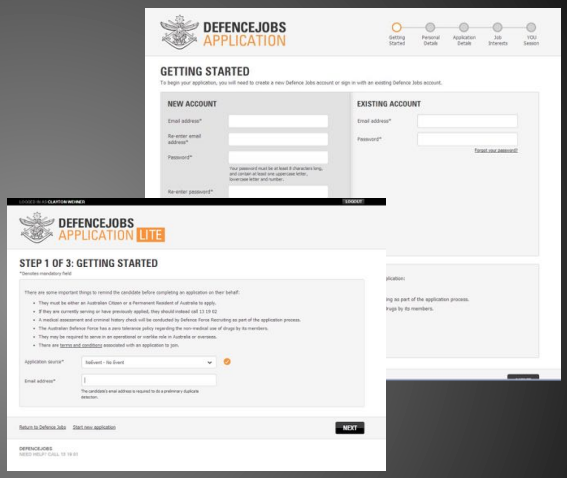
The Digital Revolution
Recruiting Tools

- Online Application Tool (OLAT) is mechanism for receiving applications online
- OLAT Main – public-facing on desktop and mobile websites
- OLAT Lite – internal tool for DFR staff to lodge assisted applications at events



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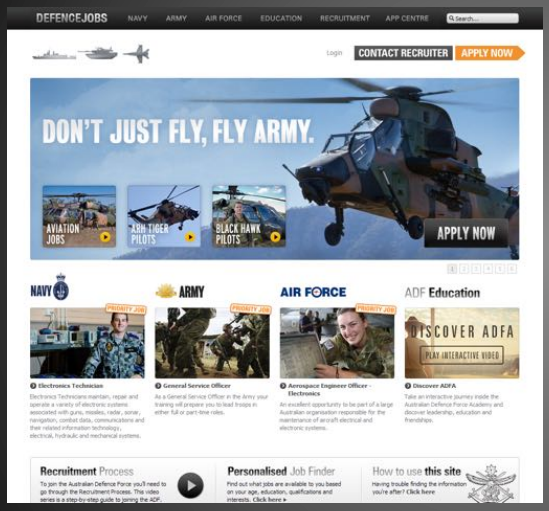
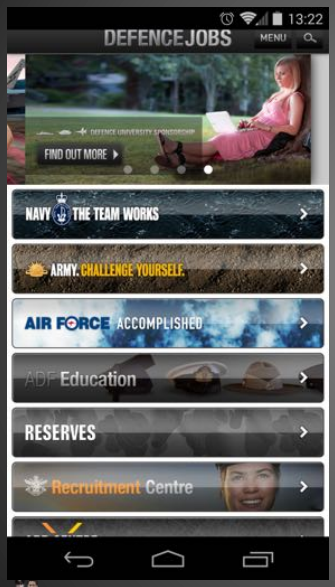
The Digital Revolution
Web



- Desktop website
- www.defencejobs.gov.au
- 450-600K visitors per month
- 3 - 4m page views per month
- 6:26 mins avg. time on site
- 6.51 avg. page views / visit
- 4.5 - 6K applications submitted per month

Call 13 19 01 or visit www.defencejobs.gov.au

The Digital Revolution
Mobile



- Mobile website
- 173K visitors per month
- 650K page views per month
- 2:35 mins avg. time on site
- 3.76 avg. page views / visit
- 20% of applications are being submitted on mobile phones
- 8.5% submitted on tablets
- Top devices:
  - Apple: 95K visits
  - Samsung: 43K visits
  - HTC: 5,676 visits

Call 13 19 01 or visit www.defencejobs.gov.au

The Digital Revolution
Messaging

- Electronic Direct Marketing messages (eDMs)
- Multichannel Messaging
- New centralised messaging platform being developed to manage all candidate messaging

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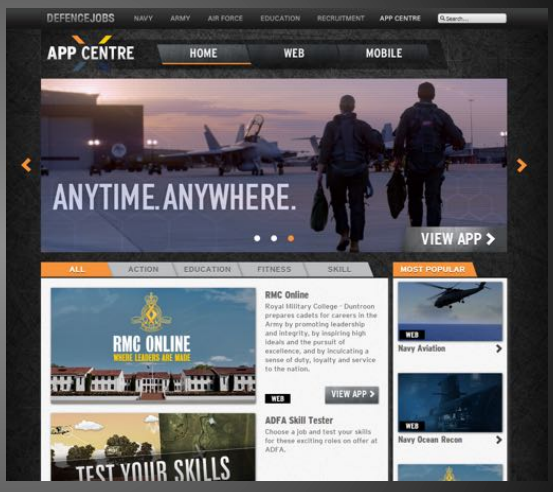
The Digital Revolution
Gaming

- Games, apps and other multimedia/interactive content published in App Centre
- Popular games/apps include:
  - ADF Active Fitness App
  - Mobile Medic
  - Navy Ocean Recon
  - Army Rise and Command



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The Rise and Rise of Social Media
Where it all began

93% of people **under 30** use social media ***everyday***

- Cautious adoption – risk rather than opportunity
- Fragmented approach to social
- YouTube channel driven through mobile growth
- DefenceJobs Facebook established Feb 2013
- Dedicated resource Nov 2013

Call 13 19 01 or visit www.defencejobs.gov.au

The Rise and Rise of Social Media
Where are we now

DefenceJobsAustralia world's biggest YouTube recruitment channel

- Community of 156K+
- Weekly reach of 2M+

- 80% Australia's working population have LinkedIn account
- Job specific targeting

- 900+ videos
- 13M+ views - more views that Google, Microsoft, Royal Navy, Accenture
- Live webinars via custom-built broadcast platform

Radian6 + Buddy Media Social Studio

- Engagement, publishing, reporting & measurement

Call 13 19 01 or visit www.defencejobs.gov.au

The Rise and Rise of Social Media
Where are we going

An integrated, socially aware, candidate driven ecosystem

- Growth, everywhere
- Twitter and multi-author blog
- Social insights driving business activity
- Integrated marketing campaigns
- Digital attribution modelling
- Follow candidate from first inquiry – enlistment
- Candidate driven

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C.4 "Understanding Millennials – A GPY&R Perspective" Report

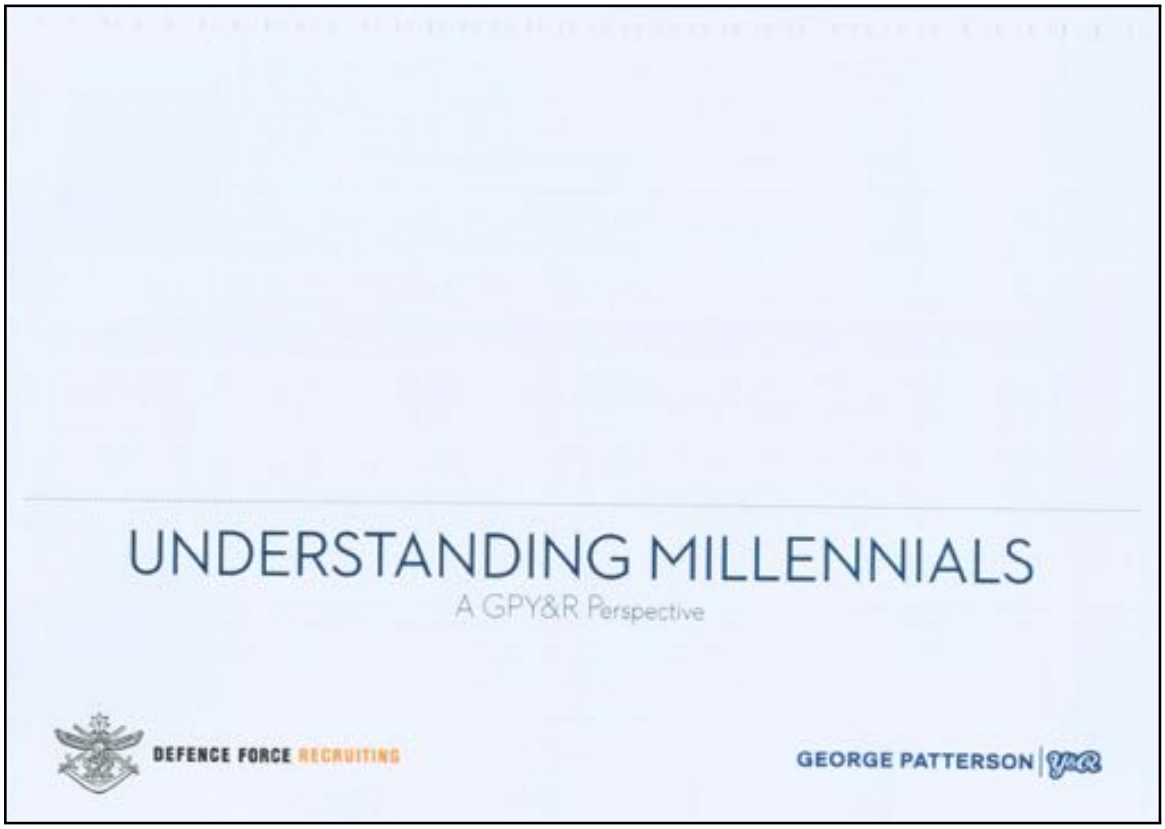

Figure C.4: Opening slide of "Understanding Millennials – A GPY&R Perspective" report provided by Australian DFR. The rest of the slides are on the following pages of this section.

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WHO ARE MILLENNIALS?

Introduction
Why does this report exist?
What are we trying to achieve?

Definitions
Who are we talking about when we say Millennials?
What about Gen Y?

Demographics
How many Australian Millennials are there? Where are they from?

WHO ARE MILLENNIALS?

Introduction

Talking about generations is difficult.

Often there seem to be more questions and caveats than answers:

When does a generation begin and when does it end? What does an 18 year old from Penrith have in common with a 28 year old in Perth? How can you generalise about such a diverse group of people?
Despite the pitfalls, at GPY&R we believe that if you tread carefully it is both valid and valuable to look at the particular circumstances surrounding young people today, and how they differ from generations past.

Keeping in mind that such variation can arise from both the life stage (a product of simply being young) and the period (a product of being young today), we put a particular focus on how the broader context that surrounds young Australians has changed, and how that change could impact the decisions they make.

Choosing a career is one of the biggest and most complicated decisions a person will make, and that choice is influenced by many factors – consciously and unconsciously.

To get a handle on how all these factors differ for young people today, we have identified four key contexts. Starting close, we will look at trends relating to the **family and the home**, before moving on to **friends and socialising**; **information and media**; and **Australia and the world**.

Finally, we will look at the **career-choice** itself, and the specific things that Gen Yers (or Millennials) look for and expect.

No story is black and white.
No trend is one-dimensional.

To give some depth to the trends we talk about in this report, we always include two things:

A Shiny Example – The easiest manifestation of the trend we can find (these may be niche, but tell us where things are going next)
A Sense Check – A reminder that for every trend there is a counter-trend (which can often be equally interesting)

Shiny Example

! SENSE CHECK

WHO ARE MILLENNIALS?

Introduction
Definitions
Demographics

Definitions

Today's young people have been called a lot of names.

Some names refer to particular defining elements – the Trophy Generation (prizes for all), the Peter Pan Generation (never growing up), the Boomerang Generation (bouncing back home), Generation Net (growing up online). Others refer to their place in history and their relationship with previous generations – Echo Boomers, Millennials, Generation Y.

In this report we have differentiated between two groups: broadly speaking, those people who are currently in their twenties, and those people a decade younger, currently aged between 10 and 19. We will call these two groups Generation Y and Generation Z. However, according to generational theory they are actually two halves of the same whole – a 20 year generational cohort, who we will refer to as the Millennials.[1]

Generation Y – those Australians born between 1981 -1991, aged between 20 and 29 in 2011
Generation Z – those Australians born between 1991 -2001, aged between 10 and 19 in 2011
Millennials – Generation Y and Generation Z together

When a data source uses a different definition (or when data refers to Millennials from outside of Australia) we will call it out in either the report or the footnotes.

[1] Millennials Rising: The Next Great Generation, William Strauss & Neil Howe, 2000

Depth Interviews

In our quest to understand the attitudes and behaviours of Millennials, we conducted three depth interviews with representatives of Gen Z and Gen Y. For each interview, we spent half a day at the participant's home, talking at length about each of the chapters covered here. The resulting videos are included in the digital version of the report, or can be viewed separately.

Freddie, 17

Freddie is currently in year 12 of school, and lives at home with her parents, her two sisters and the dogs Sage and Basil. She is just starting to seriously consider career options, and is most keen to study medicine at university. It matches her best subjects at school and she likes the idea of helping people. Her friend wants to join the ADF, but Freddie doesn't think it is for her.

Chris, 30

Chris is a civil engineering student at Swinburne University, living in two-bed flat with a mate. He spends a lot of his free time playing sports – rugby, futsal and cycling – but also enjoys his downtime. After graduating, he is keen to make the most of his first few years and is looking for a job that might help him travel. His "proper" career can wait.

Brendan, 27

Brendan lives in Melbourne with his fiancée. For the last few years he has been working as a wine maker, after finishing his university degree. For a good while he dreamed of being a pilot, but he didn't get accepted and decided against going to ADFA. Now his thoughts have turned to married life and to raising a family.

WHO ARE MILLENNIALS?

Demographics

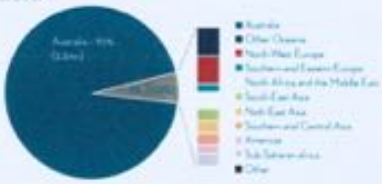
Before we look at the attributes that stand Millennials apart from other Australians, let's first look at them as a group.
How many are there, and where do they come from?

Australian Population

Together, Gen Y and Gen Z make up 27% of the Australian population

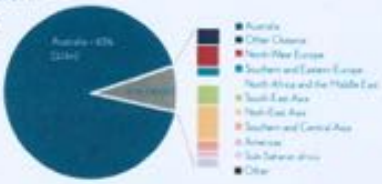
Gen Z (aged 10 – 19) – Place of Birth

92% of Gen Z-ers currently living in Australia were born here, compared to just 76% of the total population



Gen Y (aged 20-29) – Place of Birth

There are many more Gen Y-ers from Asia living in Australia than there are Gen Z-ers. Together they account for half of all foreign Gen Y-ers.



Sources: 1. ABS, 2016 Census Data (place of birth excludes those who did not record a response)

Gen Y (ages 20-29) – Some basic facts

They are more likely to define themselves as homosexual

5%

of Gen Y-ers agree with the statement "I consider myself a homosexual" compared to 3% of the general population[1]

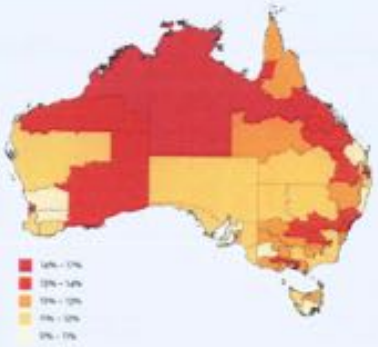
They are better educated than previous generations

67%

of Gen Y have completed Yr12 of high-school, compared to just 41% of older Australians[1]

They are most likely to live in the state capitals, or in mining country

% of local population from Gen Y[1]



Sources: 1. Roy Morgan 2015 Single Source Survey 2. ABS, 2016 Census Data

FAMILY AND THE HOME

The Modern Family
There is no such thing as a typical Australian family anymore. More than any other generation, Millennials recognise that loving, supportive families come in all shapes and sizes.

The Peter Pan Generation
People refer to Gen Y as the Peter Pan generation because of the way they put off life's big milestones – they leave home and get married later than any previous generation.

The Trophy Generation
Doted upon by their Baby Boomer parents, some people say that Millennials grow up with unrealistic expectations of adult life; they all want to be coached to "victory".

GEORGE PATTERSON

FAMILY AND THE HOME

The Modern Family
The Peter Pan Generation
The Trophy Generation

The Modern Family
There is no such thing as a typical Australian family anymore. More than any other generation, Millennials recognise that loving, supportive families come in all shapes and sizes.

All young people today have seen or experienced families that don't fit the Mum and Dad stereotype:

> 24% of today's 24-29 year olds had been through the separation or divorce of their parents by the time they were 18, compared to 15% of older Australians.[1]
>
> 12% of Australian families with kids are now step-families, blended families or adoption/foster families – an increase from 9% twenty years ago.[1]

Perhaps because of their broader experience, when it comes to the idea of a "good family", Millennials are more tolerant of variation than previous generations. They are least likely to believe the following are bad for society[2]:

> "more people living together without getting married"
> "more mothers of young children working outside the home"
> "more people of different races marrying each other"
> "more gay couples raising children"

In fact, aside from technology and pop culture, their liberal and tolerant values are the biggest thing that Millennials believe makes their generation unique.

Weighing Trends in Marriage and Parenthood, by Generation[2]
% saying this is a bad thing for society

	Millennial (18–29)	Gen X (30–45)	Boomer (46–64)	Silent (65+)
More gay couples raising children	59	54	65	72
More single women deciding to have children	32	36	48	55
More mothers of young children working outside the home	23	29	39	38
More people living together without getting married	22	31	44	58
More people of different races marrying each other	5	10	14	26

Note: "Good thing", "Doesn't make much difference" and "Don't know/Refused" responses not shown.

62% of Gen Y Australians believe gay couples should be allowed to adopt, compared to 48% of the general population[3]

GEORGE PATTERSON

Sources: 1. ABS 2008 Census Data 2. PwResearch Millennials: A Portrait of Generation Next, Feb 2010, 3. Roy Morgan 2010 Single Source Survey

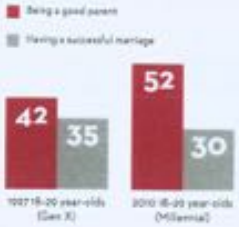
It is important to note that the fact that Millennials have a greater tolerance for "different" families doesn't mean they put less value on family values. In fact, the opposite may be true.

More than half of all Millennials say that the most important aim in their life is "being a good parent" – slightly more than older generations, and significantly more than Generation X when they were a similar age.[1] In this sense "traditional" family values are stronger than ever.

Tellingly, unlike the previous statements, 50% of Millennials believe that "more single women deciding to have children" is a bad thing for society – broadly in line with older generations.

Implication for DFR:
The unit they serve in acts like a surrogate family for many young recruits. We need to demonstrate that these units provide a structured, supportive environment, while still allowing room for people to be themselves, whatever their background.

Millennials vs. Gen X When They Were Young
% saying each is one of the most important things in their life



SHINY EXAMPLE

Modern Family is a US TV show popular in Australia, starring three neighbouring families – a young husband and wife (+3 kids), a mixed-race second marriage with a big age difference (+1 step-son) and a gay couple (+1 adopted daughter).

SENSE CHECK

Despite the shift towards a more liberal notion of family, there remains a strong conservative (and religious) community in Australia that crosses generations. For example – even though it is lower than for other generations - 23% of Gen Yers believe homosexuality is immoral.[1]

Sources: 1 PewResearch Millennials: A Portrait of Generation Next, Feb 2010; 2. Roy Morgan 2010 Single Source Survey

FAMILY AND THE HOME

The Modern Family
The Peter Pan Generation
The Trophy Generation

The Peter Pan Generation
People refer to Gen Y as the Peter Pan Generation because of the way they put off life's big milestones: they leave home and get married later than any previous generation.

Today, 24 year old Australians are more likely to be still living with their parents than with a partner. Twenty-five years ago, the opposite was true.

What's more, even if they do move out, the Boomerang Generation are likely to come back home later in order to save money. Based on 2006 Census data, 38% of those aged 20 to 24 who had left home had returned at least once.[1]

Does this make young recruits less independent than they used to be?

US figures also show that only 25% of 18-28 year old Millennials are married, compared to 34% of Gen X and 48% of Baby Boomers when they were the same age.[1]

These are big changes; in Australia, we know that since 1961, the median age of marriage has increased by four years, from 26 to 30 for men, and from 24 to 28 for women.[2]

Does this make young recruits less constrained than they used to be?

Trends in marriage in the US[1]

Marital Status, ages 18 – 28, %

Sources: 1 ABS 2006 Census Data; 2 PewResearch Millennials: A Portrait of Generation Next, Feb 2010; 3. ABS, Marriages 2007

What all this basically means is that young Australians now have an extra four years in their early career before they settle down.

Without marital ties and a family on the horizon, Millennials may be more likely to value individual experiences like travel and personal development. Indeed 44% say they "look for new experiences every day", compared to 32% of the general population.[1]

What is more, many of this cohort are likely to be able to afford "new experiences everyday". After all, if they still live with their parents they won't be spending much on rent.

Implication for DFR:
Compared to young people twenty years ago, Millennials have four more years before they settle down, marry and take out a mortgage. We could be more explicit about the "package" they can expect from the armed services during these key years.

> "Perhaps it's their need to each have a car, a mobile phone, a laptop and gym membership which eats into their disposable income? And why on earth would they save up for some bessie-block starter home in the outer suburbs when they can have the wide screen TV and whitegoods heaven that is Mum and Dad's downstairs pad. After all, (they) will own it all one day anyway - right?"
>
> Bob Wilson,
> hotspotting.com.au[2]

SHINY EXAMPLE

So many young Australians are outstaying their welcome in the family home that there is now a name for them: KIPPERS (Kids In Parents' Pockets Eroding Retirement Savings)

SENSE CHECK

The single biggest reason for Millennials living with their parents is financial - they want to save money to take out a mortgage on a place of their own. In the wake of the GFC and with interest rates increasing, it remains to be seen whether this will continue to appeal more than renting with friends.

Sources: 1. Roy Morgan 2010 Single Source Survey 2. Gen Y – still living at home and loving it, hotspotting.com.au, 2009

FAMILY AND THE HOME

The Trophy Generation
Doted upon by their Baby Boomer parents, some people say that Millennials grow up with unrealistic expectations of adult life; they all want to be coached to "victory".

Born and raised in a post-WW2 world, the Baby Boomers were characterised as *"the healthiest, and wealthiest generation to that time, and amongst the first to grow up genuinely expecting the world to improve."*[1]

The story goes that when it came to raising their own children, the Boomers passed on an unparalleled sense of comfort and entitlement to their kids. *"Blame it on doting parents, teachers and coaches. Millennials are truly "trophy kids," the pride and joy of their parents. The Millennials were lavishly praised and often received trophies when they excelled, and sometimes when they didn't, to avoid damaging their self-esteem. They and their parents have placed a high premium on success, filling résumés with not only academic accolades but also sports and other extracurricular activities."*[1]

For this maturing Millennial generation, working adult life may not live up to their expectations.

85%
of US hiring managers believe Millennials have a stronger sense of entitlement than older workers[2]

71%
of Australian Gen Y-ers say "it is important that I have responsibility in my job", compared to 61% of the general population[3]

67%
of Australian Gen Y-ers say "success is important to me" compared to 54% of the general population[3]

48%
of Australian Gen Y-ers believe they are "a bit of an intellectual", compared to just 34% of the general population[3]

Sources: 1. Great Expectations: America and the Baby Boom Generation, Cunard, McCann and Geoghegan
2. The Trophy Kids Go to Work, WSJ, 21/10/2008 3. Roy Morgan 2011 Single Source Survey

When it comes to careers, the "great expectations" of the Millennial generation also extend well beyond pay and the opportunity for promotion. In fact (as we cover in more detail later), good pay regularly comes far down the list of criteria for choosing a job – often behind the ability to learn quickly, to have a close mentor, and to work in a relaxed and exciting environment.

In this respect, Millennials truly want it all, and they expect their employers to adapt to suit them.

> "The Millennials were raised with so much affirmation and positive reinforcement that they come into the workplace needs for more."
>
> Subha Barry, Managing Director, Merrill Lynch & Co.[1]

Implication for DFR:
More than anything else, the trophy generation look for opportunities for recognition. In ADF comms, we could choose to focus more on the high-esteem in which servicemen and women are held publically.

> "They are finding that they have to adjust work around our lives instead of us adjusting our lives around work. What other option do they have? We are hard working and utilize tools to get the job done. But we don't want to work more than 40 hours a week, and we want to wear clothes that are comfortable. We want to be able to spice up the dull workday by listening to our iPods. If corporate America doesn't like that, too bad."
>
> **Millennial Blogger, Xanga.com[1]**

SHINY EXAMPLE

Ratemyprofessors.com demonstrates how a sense of entitlement among Millennials can create a terrifying level of accountability for older generations. On the site they rate their university lecturers' teaching ability AND their looks.

SENSE CHECK

While Millennials undoubtedly seek recognition, this does not always come in the form of a formal (or career-based) yardstick. As we discover in the next chapter, the biggest influence on their choices is often a close group of 5-8 peers. Praise from this group may be recognition enough.

FRIENDS & SOCIALISING

Facebook Friends

Personal Brands, Group Consensus

No Strings Attached

FRIENDS & SOCIALISING

Facebook Friends
Personal Friends
Group Consensus
No Strings Attached

Facebook friends
From SMS to Facebook to Skype: Millennials have made friends and built relationships using technologies that were not around for other generations. This affects the way they continue to interact, both with close friends and more distant acquaintances.

It isn't hard to see why people say Gen Y-ers are addicted to social technology when 83% admit to having slept with their mobile phones on or by their pillow[1].

While it is also true that more Gen Y-ers use social networking sites than other people and those who do use them visit them more often (29% "several times a day", compared to 19% of Gen X and 11% of Boomers[2]), it is important to remember how natural all this seems to the Gen Y-ers themselves.

These guys are "digital natives." They have grown up texting and writing on each others' Facebook walls, and unlike older generations, these technologies pre-dated many of their friendships.

To Millennials the internet "is a technology in the sense that a chair once was."[3] It is nothing new to them, it is just another way to keep in touch with people.

Millennials Make Frequent Visits to Social Networking Sites
% of social networking users who visit the site they use most often

> *"Speak to a Millennial, a digital native, about living online and (most!) they will laugh. (I know I'm painting with a super broad brush here.) For the most part they don't obsess about where the Internet is taking us, or worry about what has become of their selves or their souls. It's just, like, the internet. You chat, you shop, you Skype, you go out and meet friends. They don't see the Internet as a technology – something to be intellectualized about, or to be grappled with. It is technology in the sense that a chair was once."*

GEORGE PATTERSON

Sources: 1 PewResearch Millennials: A Portrait of Generation Next, Feb 2010; 2 Zadie Smith and the Facebook Generation, Luke Allnutt, Nov 2010

However, we could say that there are two fundamental ways in which social technologies have impacted our relationships (and those of Millennials, in particular):

We have **more ways** to keep up relationships with people we are close to
We know a little bit about the lives of **more people**

More Ways -
Keeping in touch with close friends and family has never been easier; today, there is a mode of communication – or channel – to fit every situation. On top of phone calls, SMS and email, we can hold group Skype "conferences", type away on Facebook chat or send each other photos from our smart phones the instant we take them. Millennials are particularly adept at navigating all these channels and choosing the right one for the right occasion.

More People -
The Facebook News Feed gives us a shallow "ambient knowledge" about the lives of a large number of people. While reading someone's status updates doesn't count as maintaining a friendship, it does allow us to scan for relevant news and to put out mass messages of our own. *"Does anyone know a good place to go in Adelaide on a Wednesday night?". "Is anyone keen to come keep me company at Army Bootcamp?"*

Implication for DFR
We should make more of current initiatives like the Facebook chats and Webinars. These forums provide a genuine and transparent face for the online services, using the technologies that Millennials are most familiar with.

SHINY EXAMPLE

Big Help Mob is an example of how Facebook enables new social events in the real world. In their own words: "Big Help Mob is a 100-strong rent-a-crowd of ordinary young guns like you. We get together to do superhuman acts of awesomeness for non-profits and communities in Perth."

SENSE CHECK

While many brands have been welcomed onto platforms like Facebook because of their engaging or useful content, they are still treated very differently from real people. Millennials don't want a brand of toothpaste to be their friend.

GEORGE PATTERSON

FRIENDS & SOCIALISING

Facebook Friends
Personal Brands,
Group Consensus
No Strings Attached

Personal brands, group consensus
Facebook has made us all familiar with what it means to keep a public profile or "personal brand". For many Millennials, on seeing, reading, watching or arriving somewhere new, their first thought is "what I post this on my wall?", or rather, "which friends shall I share this with?"

People have always defined themselves by the choices they make, but growing up in our connected, consumer society, Millennials are more conscious than most about how they spend their time and money, and what that says about them.

Two pressures tug at the Gen Y spirit: the desire to express oneself - to make a choice; and the desire to have one's choices validated - to conform to the group. "For our self-conscious generation... not being liked is as bad as it gets. Intolerable to be thought of badly for a minute, even for a moment."[1]

What this often results in is Millennials expressing themselves - in the real world and online - within a set of safe boundaries. They will jump on their iMac to post something on Facebook only if they think their friends might like (or even "like") it. Call this mass-individualism, if you will.

> "*Mass-individualism... is to choose one's own individual variant of the consumer pattern in the social club to which one belongs.*"
>
> Søren Steen Olsen,
> Copenhagen Institute for Futures Studies[2]

What is your relationship status?
(Choose one. There can be only one answer. People need to know.)
Do you have a "life"?
(Prove it. Post pictures.)
Do you like the right sort of things?
(Make a list. Things to like will include movies, music, books and television, but not architecture, ideas, or plants.)

Zadie Smith,
Author[3]

Sources: 1. Generation Why?, Zadie Smith, New York Review of Books, 2010. 2. Mass individualism - and other ideas on consumption in the future, S. Olsen, October 2009.

The flip-side, of course, is that one person can be part of any number of friendship groups, all of which develop their own collective tastes and ways of interacting.

Of all generations, self-conscious Millennials may be particularly adept at shifting between these different groups, chameleon-like. They know what image to present to whom. They know when to hide their tattoos under their clothes.

> "*It's no problem being a member of several clubs at the same time. We can even create our own individuality through the unique combination of social connections we are part of. For example, a banking consultant that is into Heavy Metal music, has an old farm in Sweden, plays chess and attends a cookery course on advanced French Cuisine.*"
>
> Søren Steen Olsen,
> Copenhagen Institute for Futures Studies[2]

Implication for OFR:
We need to be conscious that people will want to express their own individuality when in the armed services. We should find controlled ways to encourage this, while not preserving the team ethic and identity. Do we know what "badge value" membership of different services and units has in the real world, among all our different audiences?

> "*While the Builders' Generation are most influenced by authority figures and Boomers make decisions based on data and facts, post-modern youth are more likely to make a decision based on the influence of their own peers... the biggest factor determining the choice a teenager will make is the experiences of their core group of 3 to 8 friends. Rather than making independent decisions based on core values, they live in a culture encouraging them to embrace community values, and to reach consensus.*"
>
> Mark McCrindle,
> Australian Leadership Foundation

SHINY EXAMPLE

Nearly 4 in 10 American Gen Y-ers have a tattoo. Of these people, 70% hide their tattoos beneath clothing.[1]

SENSE CHECK

Despite Millennials' habit of choosing which "self" or "personal brand" to present to whom, having a single online identity may eventually force us to present the same image to everyone - to reveal to our employers what we get up to on the weekend, for example.

Sources: 1. PwResearch Millennials: A Portrait of Generation Next, Feb 2010. 2. Mass individualism - and other ideas on consumption in the future, S. Olsen, October 2009.

FRIENDS & SOCIALISING

Facebook friends
Personal brands,
group consensus
No strings attached

No Strings Attached
From the way they socialise with friends to the way they apply themselves to hobbies and causes, Millennials often want to get the most out, in the least possible time, without any strings attached.

Compared to other generations, Gen Y-ers compress more drinking and socialising into less time.[1] When they do drink, they drink hard and predominantly on the weekends.

48%
say "It is important to have a full social life", compared to 38% of the total population.[1]

40%
believe you "need a few drinks to get a party going", compared to 28% of the total population.[1]

31%
say they "like their drinks strong", compared to 19% of the total population.[1]

For this generation, socialising isn't a calm, steady flow, it is a jet that switches on and off.

Likewise, when it comes to hobbies such as sports, volunteering, and the arts, Millennials want to know they can dip in and out, rather than committing week in, week out.

Drinking habits of Australians[1]

> *"Pay and play' activities appear to be increasing in popularity. These attract the 'no strings attached' participant who wants to sample activities without having to make a long-term commitment."*
>
> Sport and Recreation Tasmania[2]

GEORGE PATTERSON | YPR

Sources: 1. 2011 Annual Pull, Alcohol Education and Rehabilitation Foundation. 2. Roy Morgan 2010 Single Source Survey. 3. Sports and Recreation Tasmania, March 2009

Millennials are certainly less likely to commit themselves wholeheartedly to a cause or a belief. Organised religion is in decline and many Gen Y-ers have been brought up on a diet of post-modernism instead – "can you really believe in anything?"

In an age of instant gratification, young people are becoming used to satisfying an urge immediately, whatever that may be. It's not that they aren't socially minded, they just expect to be able to help in a way that suits them.

There is some evidence to suggest that organisations are having to adapt to accommodate this too: sports leagues host casual "drop-in" sessions and volunteering organisations operate "no commitment" policies.

> *"The significant social forces shaping contemporary religion and spirituality – secularization, the relativism of postmodernity, consumer capitalism, individualism – influence more than Generation Y alone, although young people, by virtue of their age and life stage, are more subject to their effects."*
>
> The Spirit of Generation Y study, ACU[4]

Implication for DFR:
On the one hand, we need to make it clear that it is easy to "try out" life in the armed services through programmes like the ADF Gap Year and the Reserves. On the other hand, there's no escaping the commitment that a career with the ADF entails. In a world where it seems no one commits to anything, there is an opportunity to champion this.

> *"Teens live in a world of entertainment where the objective is to satisfy all immediate urges and temporarily reduce boredom. Traditional hobbies and playing sports are in decline: easy access to fast entertainment (music-to-wear, computer-games, TV and DVDs) is making it harder for modern-day teens to engage in activities that require effort and stamina."*
>
> Luleen Lassala, Mercatornet.com[3]

SHINY EXAMPLE

The New York charity ICSF organises volunteering that is designed around a New York Millennial lifestyle: you can drop in and drop out whenever you like and coffee is always provided to tackle Saturday morning hang-overs.

SENSE CHECK

This shift in philosophy doesn't necessarily mean Gen Y-ers are any more outgoing or busy, exactly 29% of Gen Y, Gen X and Baby Boomers claim to be "more extrovert than introvert"[1], and 66% of Gen Y-ers say they have "a full and busy life" – just in line with the national average

GEORGE PATTERSON | YPR

Sources: 1. Roy Morgan 2010 Single Source Survey. 2. Gen Y's free and easy life, mercatornet.com, 9/5/2009. 3. The Spirit of Generation Y: Young People, Spirituality and Society, ACU, 2006

INFORMATION AND MEDIA

Always 'On'

Millennials are the first generation of digital natives. They need to feel as though they are always connected and have an unprecedented appetite for information and technology.

Media Literate, Ad Cynical

Millennials are more tuned in to the ways of marketing and advertising than any other generation and expect brands to act more human than corporate.

Joining the Conversation

Communication isn't one-way or even two-way. Brands exist amongst a choppy sea of noise and conversations about them will either sink or swim.

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Joining the Conversation

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Millennials are the first generation of digital natives. They need to feel as though they are always connected and have an unprecedented appetite for information and technology.

24% of American Gen Y-ers say technology use is what makes their generation unique - by far the biggest factor.[1] Around the world a number of young people admit to using their phone and social networking to excess, sometimes sending and receiving over 100 text messages and checking social networks over 10 times a day.

This doesn't mean that young people are giving up other activities, they have simply mastered the skill of multitasking and balancing. 80% of Australians aged 16-30 admit to 'doing other things' while on the internet and social networks and 58% 'pause' for at least one hour each week to read a book.[2]

83%

of Millennials admit to sleeping with their phone nearby, compared to only 30% of Baby Boomers.

48%

of Millennials are heavy one-net consumers, spending over 15 hours online each week, compared to only 24% of their Baby Boomer parents and 32% of Gen X.[3]

INFOLUST

Trendwatching.com first wrote about the trend of 'infolust' back in 2006. "Experienced consumers are lusting after detailed information on where to get the best of the best, the cheapest of the cheapest, the first of the first, the healthiest of the healthiest, the coolest of the coolest, or on how to become the smartest of the smartest. Instant information gratification is upon us. So forget information overload: this desire for relevant information is insatiable." While this trend is not observed exclusively in Millennials it is definitely a key part of their identity.

Sources: 1. NewResearch: Millennials, A Portrait of Generation Next, Feb 2010; 2. Urban Mates Research 2010/2011 by Lifehunger Group in conjunction with Sweeney Research; 3. Roy Morgan 2010 Single Source Survey

Millennials see online communication and social networks as a means to control their lives and the way they consume information, where Baby-Boomers and Pre-Boomers do not.

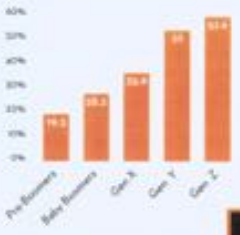
20% of Australians aged 16-30 feel they couldn't live without their mobile phone and 30% feel they couldn't live without the internet.[2] Young people don't just love these new technologies, in many ways they depend on them. It is similar to the way previous generations relied on the yellow pages, encyclopedias and map books. However, for these young people it is intensified because it all exists on the digital devices they carry around in their pockets every day.

This can place enormous pressure on young people to stay up to date and in the loop.

> *"The pressure they are feeling is a result of their deep set need to stay socially connected and culturally aware. Falling behind isn't an option. There's an ever present undercurrent of anxiety around this fear of missing out or dropping off the pace."*
>
> Dr. Cassie Govan, Sweeney Research[3]

Implication for DFR:
Making a career decision requires a lot of information and different prospects will seek answers to different questions. It is important for the ADF to provide up-to-date, personalised (as much as possible) information to young career seekers as and when they need it. The way we deliver information must be better, faster and more relevant than the other employers they are looking at.

Computers and technology give me more control over my life[1]



SHINY EXAMPLE

The TV series 'Glee' has been so successful with Millennials because of its pervasiveness across a range of media. It isn't just a TV show, it's an iPhone app, music to download, Facebook groups and more. There's a worldwide community of 'Gleeks' who can always connect with the franchise and with each other.

SENSE CHECK

While young people today are undeniably tech savvy, there is a growing sense of nostalgia for simpler times and tangible objects. Many young people now collect vinyl records and there has been a resurgence in the popularity of old-school cameras in recent years.

GEORGE PATTERSON

Sources: 1. Pro Mingat 2010 Single Source Survey 2. Urban Market Research 2010/2011 by Lifelounge Group in conjunction with Sweeney Research

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INFORMATION AND MEDIA

Always 'On'
Media Literate, Ad Cynical
Joining the Conversation

Media literate, ad cynical
Millennials are more tuned in to the ways of marketing and advertising than any other generation and expect brands to act more human than corporate.

Calling Millennials media literate is a huge understatement. They have grown up in a world where the average consumer can be exposed to up to 10,000 advertising messages each day. No generation before has consumed so many different types of media at such an early age.

They've witnessed cassettes change to CDs and then MP3s. They've adapted as Nintendo moved from the Super NES through to the Wii. They've witnessed the introduction of digital TV, the rise of 3D movies and programming, the invention of 'apps', QR codes and e-readers. And none of this seems new or strange to them.

These young people aren't media literate; they're media connoisseurs.

So it's no wonder that they can be a tough audience when trying to get their attention or surprise them with something new. They've seen and heard it all before and they know all the tricks of the trade.

Marketers are constantly having to find new, more exciting, fun, interesting and relevant ways to communicate with this group, in order to get noticed.

> *"We've grown up with ads bombarding our lives to the point where we just don't care about them."*
>
> Gen Y Blogger[4]

> *"With Generation Y, everything is intensified. You really need to be outrageous to get their attention. You really need to put yourself on the line for them to respect you."*
>
> Peter Sheehan, author of Generation Y, thriving and surviving with Generation Y at work[5]

GEORGE PATTERSON

Sources: 1. Druce A, Isaacs D, Dave T. An Actuarial Approach to Measuring Media Effectiveness. Australia: The Quantum Group, 2009 (as satellite Australian Marketing Institute). 2. Generation Y: Venturoso. 2008. 3. Sheehan, P. 'Generation Y, thriving and surviving with Generation Y at work'. 2009

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However, it's not just about getting noticed. You also have to be believable.

As media connoisseurs Millennials are more scrutinising of advertising than any other generation and can deconstruct anything pushed to them. They can spot a fake from a mile a way and won't be taken for a ride.

The messenger matters as much as the message and organisations have to work extra hard to gain credibility amongst this audience of sceptics.

All of this means that advertising alone is very rarely the answer when trying to communicate with Millennials, at least not advertising in the traditional sense. The rise of social media, and its pervasiveness amongst Gen-Y for personal networking, has transcended the divide between private and commercial spheres. Young people now communicate with brands through the same channels they use to communicate with their friends and they therefore expect brands to act more human and less corporate.

Where brands used to control the messages produced about their products or services they are now faced with a growing expectation that in order to build trust, they must relinquish some of that control. Gen Y-ers expect a brand to build a personal relationship with them, rather than sell to them, and to participate in their community (virtual and real), rather than simply pitching in the marketplace.This means that brands (especially employer brands) need to be more human, adaptable, responsive and relatable.

Implication for DFR:
We need to continue to take an honest and open approach to communications. We also need to find ways to make the ADF seem more relatable for these young people and make it a brand they want to spend time with.

SHINY EXAMPLE

Pepsi vowed to sell its bottles with no label in Argentina stores, in response to Maradona's promise that he would run naked through Buenos Aires if Argentina won the 2010 World Cup. More like a bet you would make with friends than a corporate message. Pepsi speaks the language of Gen Y well.

SENSE CHECK

You shouldn't be radical or outrageous in order to get the attention of Millennials if this doesn't fit with your brand values, otherwise you will end up looking like dad at the disco.

Sources: 1. Andrew Cu vs The Futures Company, The Wise Perspective, Spring 2011. 2. The Futures Company, The power of co-creation, 2011

INFORMATION AND MEDIA

Always "On"
Media Literate, Ad Cynical
Joining the Conversation

Joining the conversation
Communication isn't one-way or even two-way. Brands exist amongst a choppy sea of noise and conversations where they will either sink or swim.

Gen-Y have grown up in an era where anyone can publish and share content online. Not only is there more information available to this generation than those before it, the Internet has enabled an interactive conversation on almost any topic imaginable.

Millennials are quite comfortable with the new media structure of bought, owned and earned channels. They know exactly how to extract the information or entertainment they need from each respective channel and they are also aware of the control they have.

They are more likely than other generations to create and distribute earned media. They are also not shy in telling the world what they think about anything and everything and the ubiquitous Facebook 'Like' button has made it extremely easy for them to do this.

Communication is no longer one-way (brand consumer) and it's not even two-way (brand consumer). Because of this flood of user generated content, brands exist amongst a choppy sea of noise which for previous generations looked more like a calm pond. Brands could once throw a boulder of communication into this pond and create very predictable ripples[3]. However for Gen-Y, who are constantly questioning the meaning of advertising, and conversing online about everything, brands have been forced to re-think their communications, to be more subtle, nuanced and relevant in this increasingly information overloaded culture.

20%

Of Millennials have posted videos of themselves online compared to only 8% of Gen X ers and 2% of Boomers.[1]

The average Facebook user clicks the 'Like' button it times each month and 15% of users have 'Liked' a brand[2]

> "There are nearly one trillion conversations about brands every year in the US alone."

Trendwatching.com[3]

Sources: 1. PewResearch Millennials: A Portrait of Generation Next, Feb 2010. 2. trendwatching.com, The IT Factor, May 2011. 3. The Futures Company, The Power of co-creation, 2011

The most successful brands understand when, where and how to hand control over to these young, creative minds in order to create brand advocates rather than just customers (or employees).

When Millennials talk, their peers listen. So it is important that organisations empower their employees to promote the benefits of working there.

OVER

80%

of Millennials regularly discuss brands on the internet

90%

of people trust the recommendations of their Facebook 'friends'

Whether marketers like it or not, it is likely Millennials will create conversations around their brands. The question to ask is: how can we get involved in the conversation, help it grow and connect with these young people without it feeling forced?

Implication for DFR:
The ADF needs to find more collaborative ways to communicate what a career in the armed services is all about. This includes finding better ways to utilise owned media through structured advocacy programs and creating greater level of authenticity by facilitating more organic conversations (earned media). How we do this without losing sight of the traditional values of the ADF will be an ongoing challenge.

SHINY EXAMPLE

Fairtrade is a cause that relies on the support of young people all over the world. As part of the Fairtrade Fortnight event, rather than tell people why they should switch to Fairtrade products, the company handed over the control and asked people to 'show off their swap' by creating an event, uploading photos or just discussing the topic.

SENSE CHECK

While young people like to create content more than other generations, it is still only a small percentage of the group that develop and distribute the majority of the content out there. There will always be more people just sharing and/or viewing content than there are people making it.

GEORGE PATTERSON | DFR

Sources: | Wen.com, Millennials spread online WOW, 8/10/2010, 2 mindmatching.com, The F Factor, May 2011

AUSTRALIA & THE WORLD

Seasoned Travellers
Due to the growth of overseas travel, by the time they grow up Australia's Millennials have travelled more – and seen more – than any previous generation.

Two Sides to Australian Pride
Recent years have seen a resurgence in national pride and the mythology of Gallipoli, but for many young people this is tangled with stories about the diversity, egalitarianism and tolerance of modern Australia.

Global Optimists
Millennials are likely to think that the opportunities globalisation offers them as individuals and as consumers outweigh the negatives for Australian society.

GEORGE PATTERSON | DFR

AUSTRALIA & THE WORLD

Seasoned Travellers
Two Sides to Australian Pride
Global Optimists

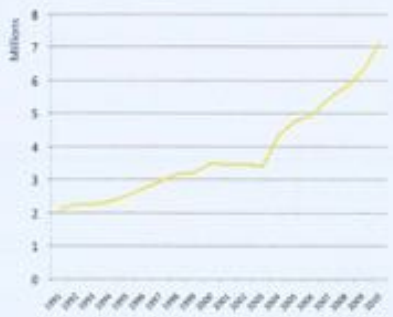
Seasoned travellers
Due to the growth of overseas travel, by the time they grow up Australia's Millennials have travelled more – and seen more – than any previous generation.

Over the last twenty years, the number of foreign holidays taken by Australians has rocketed: since 1991, the number of annual overseas trips has increased by 240% and the number of trips lasting more than three months has increased by 58% to 430,000 in 2010.[1]

What is more, Millennials are more likely than anyone to have been abroad recently. Based on the same 2010 figures, one in five Australian Millennials will spend at least one three-month spell overseas while still in their twenties.

And demonstrating high expectations befitting of the Trophy Generation, 14% of Millennials say "It only feels like a holiday if I leave Australia", compared to 9% of the general population.[1]

Total overseas trips by Australians 1991-2010[1]



Sources: 1. ABS, Overseas Arrivals and Departures, Mar 2011; 2. Roy Morgan Single Source, 2010

A 2009 Contiki Survey of 18-35 year old Australians reveals how Millennials believe all this extra travel will impact their future:

97%
believe travel teaches them "skills that can help with their career or life in general"[1]

76%
believe travel teaches them "skills that they would never learn in the workplace"[1]

51%
believe "travel helps make them a better employee"[1]

55%
believe travel gives them "a better attitude to work"[1]

Implication for DFR:
We should continue to talk about the opportunity for travel while in the armed services. In particular, we could begin to focus more on the potential benefits of that travel, rather than just the travel itself.

SHINY EXAMPLE

Intrepid Travel is a youth-focused tour company whose motto is "real life experiences." They put a strong emphasis on responsible travel and personal development.

SENSE CHECK

While more young Australians have travelled abroad than ever before, a majority will not have had the opportunity to do so. For many people, the idea of a two week break overseas would seem unaffordable.

Sources: 1. The Skilled Sea, Contiki Travel, Nov 2009

AUSTRALIA & THE WORLD

Seasoned Travellers
Two Sides To Australian Pride
Global Optimists

Two sides to Australian pride
Recent years have seen a resurgence in national pride and the mythology of Gallipoli, but for many young people this is tangled with stories about the diversity, egalitarianism and tolerance of modern Australia.

Millennials have grown up in a period when the question of national identity has been subject to intense debate. The different events, voices and influences they have experienced makes the question "what does it mean to be Australian?" difficult for many to answer.

On the one hand there remains a strong traditional notion of national pride in Australia. Indeed a 2009 Economist poll found that such pride was stronger in Australia than in any other country surveyed.[1]

This pride - and the legend of Gallipoli, in particular - was stoked by the Howard government, the formative political regime for many Millennials. One symptom of this is said to be the surge in participation around Australia on ANZAC day, the Perth dawn service alone consistently attracts over 30,000 people, including many Millennials.

If only it were that simple, though. In Australia, as in other western countries, traditional national symbols have been appropriated by a minority on the far-right, and events such as the Cronulla riots (and the Stolen Generation) continue to cast a long shadow. Many young people may find themselves proud to be raised Australian, but nervous about the connotations of saying so out loud.

> *"The revival of interest in Gallipoli began before the Howard government and it will continue after it. It appeals to younger Australians especially, since it provides memories of youthful heroism that are free of hatred or guilt"*
>
> Stuart Macintyre,
> University of Melbourne[2]

> *"Since Cronulla, we could pay our rent on southern crosses alone"*
>
> – Kevin Randall,
> Warpaint Tattoo and Body[3]

GEORGE PATTERSON

Sources: 1. The Australian, 2/10/09; 2. Gallipoli – Remembering and Learning, University of Melbourne Voice, May 2006; 3. Newspoll, April 2011

Rather than its Anglo-centric history, many young people have been brought up to value the egalitarianism and diversity of Australia, as well as its natural environment. Indeed, a 2001 study of school-age Millennials found that, in their young minds, these were the dominant threads of Australian national identity.[1]

For many young people, this more forward-looking notion of Australia is tangled up with what they know and feel about its history and tradition.

To take one example, it seems they can't make their minds up about another recurring theme in the debate around national identity – the monarchy. The most recent survey in the run-up to the Royal Wedding found that support for a Republic had dropped to just 40% among 18-34 year olds, compared to 48% of 35-49 year olds. Most tellingly, 27% of young people remain undecided – more than any other generation.[2]

Implication for DFR:
The ADF will always be wrapped up in any debate about Australian pride. We should make sure we are getting the balance between tradition and diversity right for our Millennial audience.

Transcript from 2001 conversation with young Millennials

Interviewer: Do you think all Australians are the same?
Adam (11 years): No.
Interviewer: Why not?
Adam: Because our ancestors can come from all around the world.
Interviewer: O.K. So what do you think makes Australians different?
Annabel (12 years): We all look different, we all come from different nationalities, or mostly, and we're just different people all together.

SHINY EXAMPLE

In 2005 young people were the focus of a national debate when "pilgrims" to Gallipoli got drunk and littered grave sites on Anzac Day. The ensuing discussion made it clear what a complex matter this is to unravel.

SENSE CHECK

When considering what it is to be a "modern Australian" it is worth remembering that only 79% of Gen Yers living in Australia "consider themselves Australian."[1] For the rest, the question of national identity is likely to be even more complicated.

GEORGE PATTERSON

Sources: 1. Roy Morgan 2010 Single Source Survey; 2. Stalloning Australia home? Children's Commissioner of Plans and Identity, Judith Gill and Sue Howard, 2010; 3. Roy Morgan Poll, April 2010

AUSTRALIA & THE WORLD

Seasoned Travellers
Two Sides to
Australian Pride
Global optimists

Global optimists
Millennials are likely to think that the opportunities globalisation offers them as individuals and as consumers outweigh the negatives for Australian society.

Millennials are more optimistic about globalisation than other generations. Only 48% think "Globalisation brings more problems than it solves", compared to 57% of the general population.[1]

Indeed, when it comes to their own identity and citizenship, 12-25 year old Australians are more likely to say citizenship is international (67%) than about nationalism (43%).[2] Today are we less a "big country that looks inward" and more "a small country that looks out"?

It is also worth remembering that Millennials have matured in an age of global – rather than national – problems. When most Australians believe the main problems that face Australia are the same as the main problems facing the world[3], will they also increasingly think in terms of global cooperation and multi-lateral solutions?

When it comes to their actions as individuals, Millennials also seem less likely to consciously resist the economic impact of globalisation. Fewer Millennials than average say they support local jobs by "trying to buy Australian made products as often as possible" (59% vs. 71%)[5] despite the well-reported damage to rural Australian economies, in particular.

In part, this shift may be because Millennials are more familiar with the benefits of a global economy to themselves as individuals and consumers. Think cheap clothes, stress-free travel, and the chance to meet people from around the world.

For example, Millennials are most likely to routinely shop for goods online (68% of Gen Y-ers have bought something over the internet in the last three months, compared to 30% of Baby Boomers).[6] According to Nielsen, a growing proportion of this online trade is with international companies (43% in 2008, up from 14% in 2005).[7]

Implication for DFR:
We could make more of the way the ADF operates multilaterally as part of a global community, rather than acting in the national interest. We could highlight the role Australian servicemen and women have had on the world stage.

> "From the 1980s on, significant economic shifts connected to the phenomenon of globalisation had a sustained negative effect on Australian regional centres."
>
> Carrone Elder,
> Being Australian[8]

SHINY EXAMPLE

Alibaba.com is a directory for international manufacturers and suppliers. It is popular among budding Millennial entrepreneurs looking to re-sell cheap Chinese made goods.

SENSE CHECK

While the majority of Millennials may be apathetic or even welcoming – of globalisation, a minority have invented new (and typically Gen Y) means of protest from Flashmobs to Critical Mass Bike Rides.

CAREERS AND EXPECTATIONS

Opportunity Aplenty
Spoilt for choice, Millennials want a job where they can be fulfilled and truly flourish. If that isn't where they are right now, they will move.

A Restless Bunch
Millennials look to their employers to provide opportunities for ongoing professional and personal development.

Who and What Am I Working For?
With more choice than any generation before, Millennials care a great deal about who and what they are working for, not just what they will be doing.

CAREERS AND EXPECTATIONS

Opportunity Aplenty
A Restless Bunch
Who and What Am I Working For?

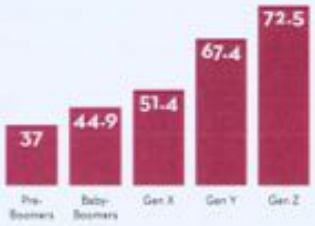
Opportunity aplenty
Spoilt for choice, Millennials want a job where they can be fulfilled and truly flourish. If that isn't where they are right now, they will move.

Growing up in a world where their parents and the media have told them that anything is possible, Millennials are often described as being more optimistic and ambitious than generations before them. They value success more highly than any other generation. However, for them success is not necessarily defined by money. According to a US study "30 percent of Millennials identify meaningful work as the single most important measure of a successful career."[1]

They seek day to day satisfaction, a feeling of personal progression, variety and the chance to feel that their work is making a difference. If one or more of these elements are missing from their role they are likely to start looking elsewhere for an opportunity where they can really flourish.

Accompanying young people's high ambitions are high expectations. With Australia's unemployment rate among the lowest in the industrialised world, top Gen-Y talent are often able to take their time and select a role from an array of offers. They don't expect to start at the bottom of the ladder, getting the tea and coffee like their parents once did.

Success is important to me[2]



"They expect work to be a form of self-fulfillment–they don't want to take a job that pays well but is boring or annoying."

Jeffrey Jensen Arnett, author[3]

Sources: 1. The Force of Millennial Careers (Harris Interactive 2011, 2. Bloomberg Businessweek (Bloomberg.com) Careers, The Goodcast Generation Y, 26/6/2009
3. Roy Morgan 2010 Single Source Survey

And those that are willing to start at the bottom don't expect to stay there very long. A study of more than 2,500 people by Talentsmoothie found that Gen-Y-ers "were ready to resign if their jobs were not fulfilling and fun, with decent holidays and the opportunity to take long stretches off for charity work or travel."[1]

Even the recent Global Financial Crisis changed their career outlook while it was at its peak in Australia, but failed to have any lasting impact on this generation's quest for fulfilment.

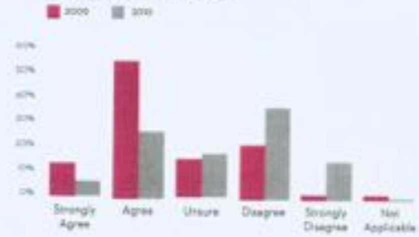
And as the Boomerang Generation with their parents acting as a sturdy safety net to fall back on, it is easier for them to take risks.

> *If you make a bad decision and enter a new career that doesn't align with your strengths, wants, or desires, then you can simply pick up and make another career change with very little consequence.*
>
> Ryan Healy,
> 23 year old employee of a Fortune 500 company[2]

The introduction of social networks and e-commerce also means that Millennials have more financial and work options than previous generations. In a recent Australian study, 44% of Gen Y respondents used eBay or Facebook to develop their careers and earn money.[3]

Implication for DFR:
With so many opportunities available we need to show how a career with the ADF will help young people to achieve the feeling of success they are striving for. We can promote the 'package' provided by the ADF in the sense that it provides day to day satisfaction, opportunities for personal progression, variety and the chance to make a difference in the world.

The GFC changed my career outlook[5]



SHINY EXAMPLE

Paul Romero started selling casino tables and chips online via eBay in high school. Nine years later his "hobby" had become one of the biggest online leather jacket companies on eBay. "What I'm earning now matches what I was earning in my previous [hedge fund] job, but with a lot more freedom."[4]

SENSE CHECK

While success isn't solely defined by money for young people, they still have high expectations which they transfer across to their expectations of a fair salary. In one survey of Australian employers, 70% said that Gen Y'ers are more likely to ask for a pay rise.[4]

CAREERS AND EXPECTATIONS

Opportunity Aplenty
A Restless Bunch
Who and What Am I Working For?

A restless bunch
Millennials look to their employers to provide opportunities for ongoing professional and personal development.

The shift from the Baby Boomers to Generation-Y is popularly characterised as a shift from a fiscally-focused to a value-focused generation. Gen-Y see work as a means to an end, whereas Baby Boomers saw work as the end in itself.

> *I want to do well but I want to have great fun in life. Money and work are not the be all and end all. If you put all your effort into your job you lose sense of what you are living for.*
>
> Ailsa McNeil,
> Student, Newcastle, UK[1]

Millennials don't see any particular job as a long-term commitment. Rather they view it as an opportunity to gain specific skills and experience. They want to always feel like they are moving forward in regards to personal and professional development. This can be seen by the importance they place on learning and development over salary.

More educated than any other generation, Millennials are eternal learners and often find it easier than their older colleagues to pick up new skills and adapt to new technologies. They expect to be exposed to ongoing training and mentoring.

% respondents identifying factors as top 3 reasons for choosing current employer[2]

% respondents identifying factors as top 3 reasons to stay with current employer[3]

Tied with this desire for progression is a need for ongoing feedback and guidance that many managers struggle to deliver on. As the 'trophy generation' young people need regular updates on the impact their work is having. In an Ernst and Young survey, 85% of Gen Y employees said their age group peers want "frequent and candid performance feedback" compared to only 50% of Baby Boomers.[1]

Not surprisingly, as they are only at the start of their careers, Millennials are less likely to make a lifelong commitment to a single employer. On average they anticipate they will stay with an employer between two and four years, compared to an average of six years for the rest of the workforce.[2]

At this stage of their lives they are seeking new and interesting experiences. Generation Z are twice as likely as their Baby Boomer parents to look for new experiences every day. Employers that offer young people the variety of experience and growth opportunities they seek will be more likely to retain this restless group.

Implication for DFR:
Not many jobs offer so varied an experience as the ADF, while also having the right structures in place for fast learning and development. We could make more of this combination in our communications.

"I look for new experiences every day"[3]

SHINY EXAMPLE

Ernst & Young have implemented an online "Feedback Zone" to allow employees to request or submit feedback every week. This is coupled with monthly catch ups with counsellors to discuss any issues.

SENSE CHECK

While young employees may be restless, there is evidence to suggest that they will be loyal to their employer as long as they are provided with what they need. They don't necessarily move because they want to but because they feel they have to in order to get the opportunities/experiences they desire.

Sources: 1. Employers Rehind How They Give Feedback, The Wall Street Journal (online), October 3, 2009
2. Partnering Generation Y, Hays Specialist Recruitment Australia 3. Roy Morgan 2012 Single Source Survey

CAREERS AND EXPECTATIONS

Opportunity Aplenty
A Restless Bunch
Who and What Am I Working For?

Who and what am I working for?
With more choice than any generation before, Millennials care a great deal about who and what they are working for, not just what they will be doing.

Work-life balance isn't a nice to have for Millennials, it is a given. And they also look for collaborative and inclusive organisational cultures.

They want to know that they will be treated well and looked after by their employer. Perks such as gym memberships and free parking certainly don't hurt when trying to recruit people from this group.

Millennials ask a lot of their employers, and they're not afraid to ask at the interview stage either. Reverse interviewing is forcing employers to 'sell' the role and the organisation, rather than simply advertise the skills required for the desired candidate.

> *"You bring them in for an interview and they start interviewing back."*
>
> Peter Sheahan, author

> *"They want to know what hours they will be expected to work, whether they will be able to travel, how long they will have to wait to be considered for promotion and what work/life programs are offered."*
>
> Fiona Smith, Australian Financial Review[1]

> *"I have a masseuse come in every month, yoga every fortnight, free flu shots in winter, we have pancake lunches here all the time and we even had an impromptu Luna Park visit last Thursday. We do that because to build relationships with Gen-Y's you have to walk the walk, it can't be just words."*
>
> Jo Nagle, CEO of Sydney company 'Let's Launch' that employs close to 2000 Gen Y'ers[2]

Sources: 1. Australian Financial Review (as cited on myjoremcom.au) 'Employers take leaf from Generation Y', 26/6/2001 2. Smartcompany.com.au, 'Wheel Inca Gen Y?' 12/7/2007
3. Sheahan P, Generation Y: Thriving and Surviving with Generation Y at work, 2005

The employer brand plays an important role when choosing where to work. They assess a company's culture, values and whether they feel like they could 'fit in'.

As a very socially conscious generation, Millennials prefer to work for companies that are committed to making the world a better place.

72% of Generation Y will not apply for a role with an organisation if they do not believe in what it stands for.[1]

50% of people in their 30s prefer to work for companies that offer volunteer opportunities.[2]

Whether at an organisational, community, national or international level, Millennials need to feel like the work they do is making a recognisable difference.

They are also attracted to employers that are as technologically savvy as they are. Google was ranked as the world's most attractive employer in a survey of 130,000 engineering and business students from around the globe.

Business students ranked KPMG and Ernst & Young as the second and third most attractive employers while engineering students favoured Microsoft and IBM.[3] This shows that while young people are more willing to take risks, they are still clearly aware of the benefits of working for large, trusted organisations and job security may be more important to them than they are willing to admit.

Implication for DFR:
There is an opportunity for the ADF to attract this cohort by appealing to their desire for a sense of purpose. We can persuade people to leave their unfulfilling jobs for a career with the ADF where their work will make a difference on both a national and international level.

SHINY EXAMPLE

Escapethecity.org is a platform that helps corporate professionals 'do something different' with their careers. "We are on a mission to help talented people escape from unfulfilling corporate jobs."

SENSE CHECK

Token corporate social responsibility efforts are not enough to meet the expectations of these young cynics. As reported by trendwatching.com, genuineness is important. Organisations need to be driven by a "holistic desire to be good and generous."[4]

SUMMARY

In this report, we have identified what we believe are key dynamics that affect Millennials and distinguish them from previous generations. These dynamics work at conscious and sub-conscious levels, but all have some influence on the decisions that young people make about their own lives and their futures.

They are all relevant, yet none are absolute. Hopefully we have also shown that for every trend there is a resistance; for every example, a counter-example. These counter-trends can be just as interesting for the purposes of communications, and often the tension between them is most interesting of all.
If you have any questions about the report, please contact Julian Bell (julian.bell@gpyr.com.au)

Often the overlap between trends is the most interesting thing.
For example, how do modern families, ad cynicism and the search for a meaningful career influence how we talk about travel with the ADF?

Credits
The following GPY&R Millennials contributed to this report: Meredith Simpson, Tom Ong, Renuka Rajadurai and Francisca Venegas.

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C.5 "Social Media in DRF. Why?" Briefing Slides

Figure C.5: Opening slide of "Social Media in DRF. Why?" briefing slides provided by Australian DFR. The rest of the slides are on the following pages of this section.

Social Media in DFR. Where?

Defence Jobs Australia - 113,000 people like the page
Ownership of 16 Centre pages

Defence Jobs Australia
Royal Australian Navy
Australian Army
Royal Australian Air Force

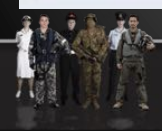
Defence Jobs Australia - Biggest recruitment channel

Defence Jobs Facebook Page – Mar. 2013

Call 13 19 01 or visit www.defencejobs.gov.au

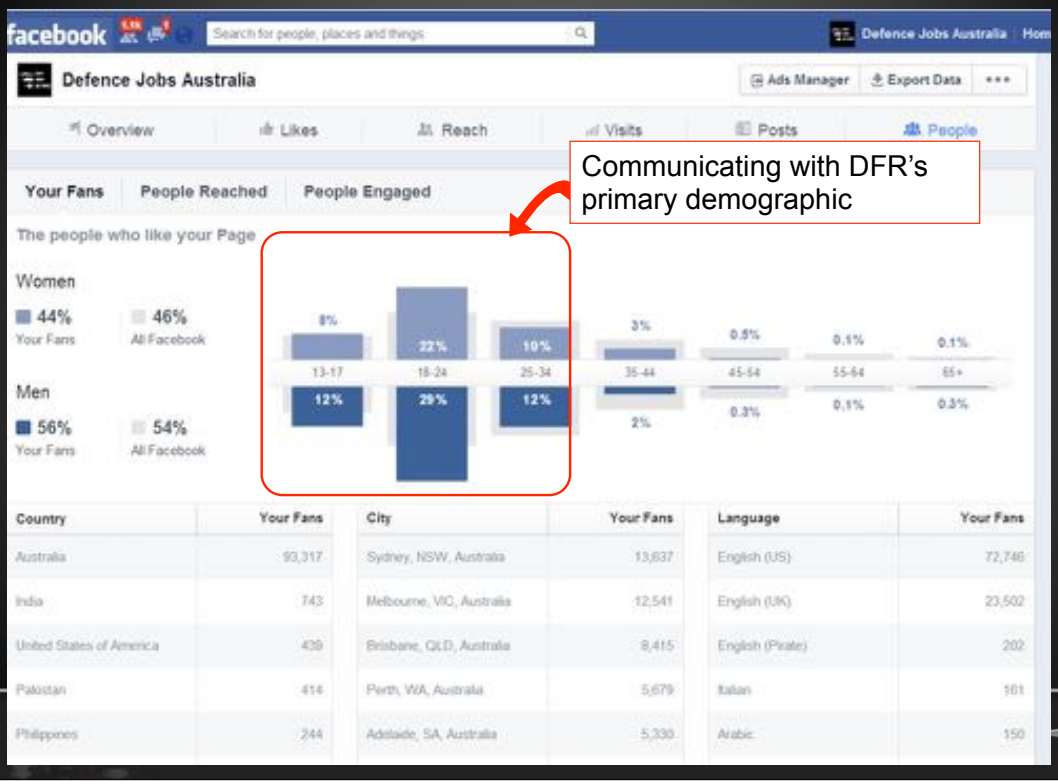
Defence Jobs Facebook Page – Apr. 2014

DFRC Pages – ownership



Call 13 19 01 or visit www.defencejobs.gov.au

Who are we communicating to?

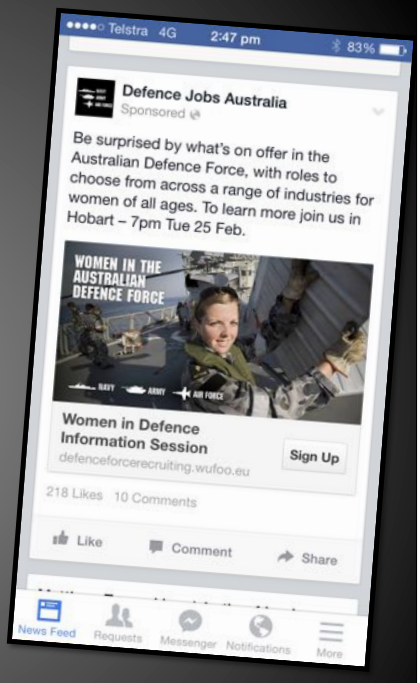


Facebook Advertising

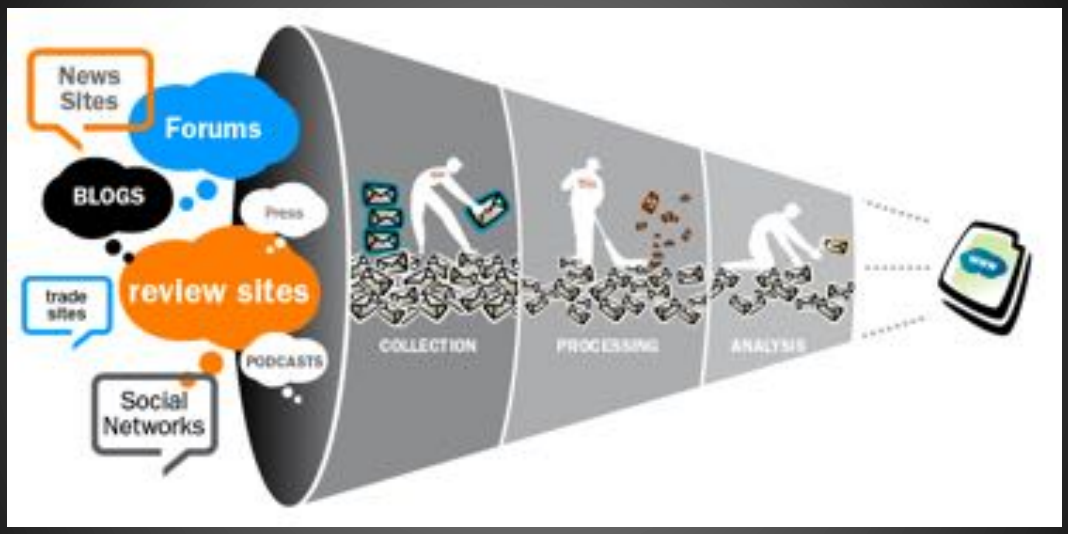
- Targeted
- Measurable
- Creates discussion
- Viral
- Cheaper

Information Session Facebook Advertising

- 13 in October - 61 in April
- Growth stretching resources
- ~$1000 ad cost per session via Facebook
- ~$7000 ad cost per session via print/radio
- < $700,000 saved & re-allocated



Social Media Monitoring & Reporting



Huge Growth, Huge Opportunity?

- Facebook paid promotion of information sessions (refinement)
- Education and training of DFR about Social Media – ongoing
  - Visibility in a socially invisible DFR world
- Establish KPIs and reporting
- Dedicated social media team – Interviewing for 1 X SM Community Officer
- Radian6 engagement portal & reporting
- Twitter and DFR/ADF blog
- DFR social media advertised on all collateral
- Improved knowledge of SM across DFR: Fear of unknown ➡ opportunity
- Managing resources against demonstrated growth and value to DFR
- Imagine harnessing social for diversity targets?

Social Media: A compliment, not a replacement for traditional marketing

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APPENDIX D:
Recruiting Experimentation

Experiment is the sole source of truth. It alone can teach us something new; it alone can give us certainty.

Henri Poincaré (1854 – 1912)

In this Appendix, we discuss some of the important considerations when designing an experiment for military recruiting. The purpose is to extend the exposition of standard experimental design textbooks that tend to focus more on the analysis of ideal (laboratory-type) experiments, and less on specific problems in designing real-world experiments, such as those we are proposing for military recruiting.

D.1 The Outcome to Be Measured

The selection of the outcome in an experiment depends on the interests of the sponsors. If an experiment is being performed on a recruit, the outcome might be whether the recruit accepts, or does not accept, a particular program at recruiting time. But it might also be a outcome in the future, like whether a recruit completes basic training, A-school, or even his or her first term. (Of course in this case the outcome is unknown until years after the treatment.) It is easier to deal with objective measures, like honorable discharge, but sometimes, as in quality of life measures, our outcomes have to be measured by surveys or other more qualitative measures.

It is possible to assess several outcomes in a single experiment, but it is important that the outcomes are declared ahead of time. It is a mistake to conduct an experiment, and then gather dozens of possible outcomes and sift through them to see if any are associated with the experimental treatment. If an outcome is not objective – for example, if it derives from a fitness report – then it is also a mistake to let the evaluator know which treatment the recruit was subject to. A so-called "blind" evaluation, in which the person evaluating the outcome is unaware of the treatment, removes the bias associated with the evaluator trying, even subconsciously, to boost (or lower) the treatment effect by giving preferential (or more derogatory) to recruits from the treatment group.

D.2 The Importance of a Control Group

It is crucial that any experiment include a proper control group – that is, a group of experimental units who are not offered the special program or treatment, at the same time as the treatment group is receiving the offer. There is a great temptation to change a policy and offer a new program universally, on the assumption that it must be better than current policy, and then to compare the results under the new program to those under the old. Here the control group is the set of recruits (or other experiments units) under the old policy, and the treatment group, those under the new. The issue is that things other than just the recruiting policy were different for the first group. There were

almost certainly changes in economic conditions, opportunities of other sorts, the distribution of ratings required, and so on. There will be no reliable way to disentangle the effect of the new policy from the effect of these changes in external conditions, and therefore no reliable way to evaluate the efficacy of the new program.

Every experiment starts with a design, and the design is crucial in the success of the experiment – whereby "success" we mean not more or better recruits, but the ability to evaluate a proposed program fairly. Part of that experimental design must be a well-defined control group. The control group should be as similar to the treatment group as possible, with the exception of the treatment itself. The classic principles of experimental design, each mentioned briefly in the sections that follow, are randomization, blocking, and replication.

D.3 Randomization

Perhaps the most important principle of experimental design is the random assignment of treatments (including control status) to experimental units. When recruits are permitted to select their programs, or when recruiters or experimenters assign recruits to programs, the experiment will show "selection bias," the name for the condition where there is an underlying difference between the treatment group and the control group. People are complicated and differ in many ways, and any sort of intentional assignment runs the risk of creating groups that are different from one another even before the treatment begins. Recall the example in Section 5.4.1, where states were added to the treatment group because they had had difficulty meeting their recruiting missions. Here an observed different between treatment and control might have been due to the treatment – but it equally might have been due to the fact that treatment states were different to start with. With random assignment we will, at least on average, end up with groups that are as similar as possible.

D.4 Blocking

Often the units of interest are very different one from another, and these differences are expected to influence the outcome. In a recruiting experiment, for example, recruiting districts might be quite different one from another, in terms of the underlying propensity to enlist exhibited by the residents there. So in any experiment we need to adjust for this difference. In "blocking," we divide experimental units into groups – blocks – so as to make units within a block as similar as possible. Then we assign different treatments to the different units within a block.

As a simple example, suppose we wanted to offer four different programs (A, B, C and Control) in two recruiting districts – San Francisco, where recruiting has been successful, and St. Louis, where it has not (this is just an example!). Suppose each district had only four recruiting regions. It would be a bad idea to assign programs A and B to San Francisco and C and Control to St. Louis, because when A and B performed well we would not know whether it was because those programs are desirable, or because they were offered in the successful San Francisco district. A wiser choice would be to form San Francisco into one block and St. Louis into another, and to offer each program (including the Control) at one of the regions in each block. Then program A would have been offered in one San Francisco and one St. Louis region, and so would program B (and

each of the others). In any comparison between the two, the city effects would cancel out – at least, to the extent that the regions within each district are similar.

To continue this example, each district is to get one treatment in each of four regions. What is the proper way to assign treatments to regions? Once again, random assignment is best. When there are differences among units that we know about, we use blocking to be able to compare treatments within blocks. When we are distributing treatment across units that do not appear to be very different, we randomize. A good rule of thumb is attributed to the experimental design pioneer George Box: "block what you can, randomize what you cannot."

Blocking includes the case where regions (or other units) are selected in groups – pairs, often – that are as alike as possible in every way we can think of. Then one is offered the treatment and one is not. Imagine finding lots of pairs of twins, and being able to offer the treatment to a random member of the pair and not to the other. Hopefully the twins would be so alike that any difference across the programs could be attributed to the program itself, not variability between the siblings. In this case each pair of twins would form one block. Of course we do not have matched recruits, but we might be able to match stations or regions or districts with others that are similar in terms of propensity, economic factors, availability of higher education, and so on. This is a good idea in theory, but a difficult task in practice because it is hard to ensure all the factors of interest have been accounted for, and hard to find stations or regions or districts to match.

D.5 Sample Size and Experiment Duration

The last major principle of experimental design is replication, which refers to running the same experiment with the same treatment(s) multiple times. In a laboratory experiment this is excellent practice, since running the same experiment multiple times gives a good measure of the underlying variability in the outcomes. In the recruiting case this mostly refers to sample size: the experiment must be broad enough so that the "signal" (the real effect of the treatment) can be separated from the "noise" (the variability we would have seen even if the treatment had no real effect). It is also important that the experiment last long enough to avoid being confounded by seasonal effects. An experiment lasting less than a year runs exactly that risk.

D.6 Experimental Design in Recruiting Experiments

We have described a number of experiments in Section 5. In this section we briefly examine how they adhered to the experiment design considerations given above.

D.6.1 Variable Terms

The variable terms experiment, described in Section 5.4.1, was the first example of a recruiting experiment we have been able to find. It suffered from at least flaws in design. First, as noted above, the assignment of states to treatments was not done at random, but with an eye towards offering the treatment in states that had been less successful in recruiting. Second, as Haggstrom (1975, p.67) recounts, the experiment received a lot of publicity. Recruiters in treatment states had an incentive to push the program as a "one time only" offer; those in the others might have assumed that the program would be open to them, too, after the 90-day trial phase. Further, the Army conducted

"intensive recruiting campaigns" in the 3×3 states, confounding the treatment effect with whatever increase in recruiting would have been realized anyway from the increased marketing.

D.6.2 The Enlisted Bonus Experiment

Section 5.4.2 describes the enlisted bonus experiment of Polich *et al.* (1986). This is an example of a properly designed experiment. There was a well-defined control group, an effort to block by differences in economic conditions and propensity to enlist, and the experiment lasted long enough so that the sample size was large and seasonal effects balanced.

D.6.3 The 2+2+4 Experiment

The 2+2+4 experiment (Buddin, 1992; Buddin & Polich, 1990) provides another example of how recruiting experimentation can be done well. Again, there was blocking by demographic and other factors, together with randomization within blocks. In this experiment, the control group was offered the ability to enlist for a two-year term, a choice that had not been generally available earlier. The result was the experiment obtained a more precise measurement of the effects of the bonus associated with the treatment group. What is lost is the ability to compare the current control group, the one with the two-year option, to the long-term recruiting success rates among earlier groups, in which it had not been offered. But this is a reasonable trade: without this offer to the control group, the experiment would have been much less successful.

D.6.4 Mailing CD-ROMs

Golfin & Katz (1999a) describe an experiment in which CD-ROMs were mailed to students at community colleges. This experiment was not as strong in design as the previous two. Recipients were selected at random from a list of community college students, but there was no control group. The presumption was that the group of young people subjected to other types of direct mail appeal would be comparable to those that received the disk. However, that first group was not chosen from community college students; it included high school graduates and dropouts in the workforce. The extent to which the two groups differ, and therefore the effect of mailing the CD-ROM, is difficult to measure. There were practical issues in administering the experiment, as well, difficulties that are not encountered when experiments take place at the recruiting station level.

D.6.5 The Marketing-Enhanced Recruiting Stations Experiment

The report by Fricker & Fair (2003) describes the "high-tech" recruiting station placed in a Virginia shopping mall. This was only the beginning of an experiment that was never actually carried out. The original plan involved placing thirty of these stations. This would have been an extremely difficult experiment to design well because of the many practical difficulties involved, like the difficulty in acquiring and outfitting these stations in malls that might not have vacancies or appropriate facilities. In any event no experiment was actually carried out.

D.7 Determining Whether The Experiment Worked

When we say an experiment "works," we mean that it permits a fair comparison of the outcomes under the different treatments. In this way, the difference we observe between experimental units (recruiting stations, say) is likely to be due to the difference between experimental conditions (bonus offers, perhaps) and not to outside factors like inherent propensity or economic conditions. If we

can make enough fair comparisons, we should be able to deduce the best set of conditions to apply in order to meet our needs. Of course the "best" results will depend on the mission, which changes from time to time. For example, when recruiting is down we might want to apply more bonus money in an effort to get as many recruits as quickly as possible, recognizing that these recruits are more likely to leave after their first terms than others might be. Conversely, when the Navy is comparatively rich in recruits, it might be reasonable to seek out recruits who are likely to re-enlist at the end of their first term and go on to record a substantial career in uniform.

D.8 Unintended Consequences

In any real-world experiment, researchers must be sensitive to unintended consequences. We sometimes call these *second-order* effects, the first-order effects being the direct experimental results. Second-order effects can come in several forms. In the recruiting context, a second-order effect might be when a particular recruiting policy changes the sorts of recruits who join the Navy. For example, a more-generous college-bonus plan might attract people who would not have joined otherwise. These people are presumably more likely to serve the minimum time required to qualify for the bonus, and then leave the service to go to college, than recruits who were planning to join anyway. So while the effect of the new plan might be to increase overall recruiting, it might have the secondary effect of reducing the number of sailors who opt for a second term.

A second sort of unintended consequence concerns recruiters. Recruiters have a strong incentive to deliver the number of recruits assigned to them, an incentive possibly stronger than the incentive to stick to the experiment's design for the long-term good of the Navy. It is easy to imagine a recruiter interacting with a potential recruit who has learned about a specific program for which the recruiter is unable to offer eligibility because of the study design. Such a recruiter might be tempted to "game" the system by trading his recruit to another district in exchange for a recruit uninterested in the program. Experimenters need to keep in mind the incentives attached to recruiters, which go well beyond ensuring the success of the experiment.

D.9 Analyzing the Experiment

A description of techniques for analyzing experiment results is beyond the scope of this document. Generally we envision a simple statistical model for the outcome as a function of the treatments (linear regression is widely used when outcomes are numeric), then use statistical software to fit the model, then evaluate the quality of the model and, perhaps, begin again using insights from the first effort. With enough work a model can be made to fit nicely to almost any data, so it makes sense to set aside a random subset of the data to be used only for the final evaluation.

It is common to incorporate other sources of data into the statistical model. If outside information is brought to bear, it should be done sensibly. For example, it is always tempting to include unemployment rates in models for recruiting, under the assumption that the military is a more attractive option in times of high unemployment. It is easy to find national unemployment rates, but presumably recruits are much more aware of local unemployment rates than national ones. In fact, the real quantity of interest might the ease at which a recent high-school graduate can find a job in the local

community. Local effects, like the closing of a large employer, will presumably have much greater effects than the national unemployment rate.

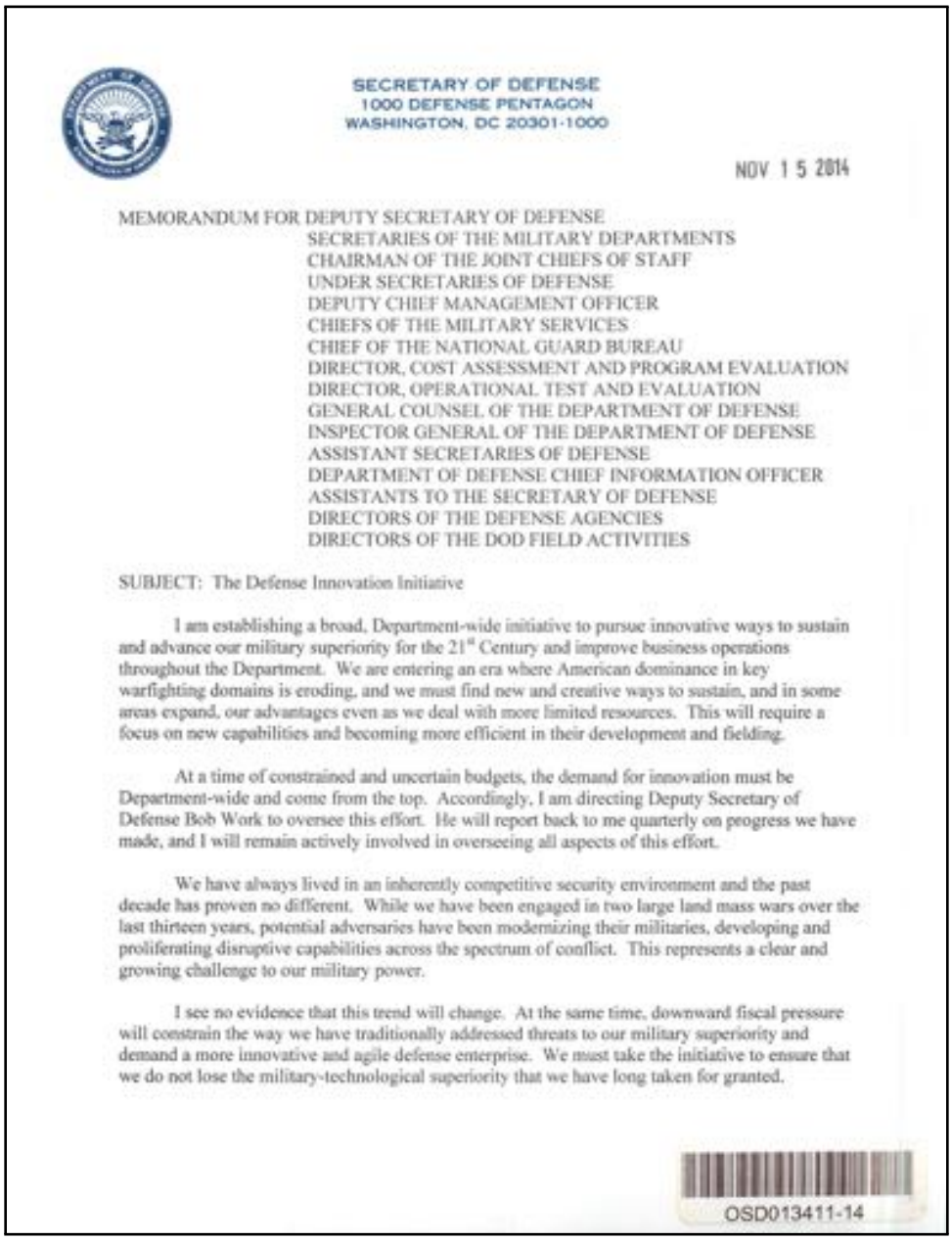
As a final point we note the difference between "statistical significance" and practical significance. A difference between outcomes in the treatment and control groups is "statistically significant" if it is unlikely to have occurred by chance. In a study with a very large sample size, even a very small difference can be statistically significantly different from zero, indicating that the claim that the treatment has a "real" effect is a believable one. But just because a difference is statistically significant does not mean it has any practical important. A difference has practical significance when it can lead to actionable policy changes. Imagine learning that a policy would almost certainly lead to around a 0.03% increase in recruit success compared to the existing one. (We might not know the "true number," but we might have very strong evidence that it is somewhere between, say, 0.024% and 0.036%.) After considering the costs of implementation and the benefits of gaining a few extra recruits it might be decided that, even though the effect of the treatment is real, it is of no practical value.

D.10 For Additional Reading

This appendix is but the briefest of outlines summarizing the main ideas in conducting experiments and experimental design. There are a number of well-known texts that describe how to conduct and analyze experiments in more detail. These include:

- *Design and Analysis of Experiments* by Douglas C. Montgomery (2001). This text is a good introduction to experimental design and is reasonably accessible to readers with minimal statistical training. It provides clear and comprehensive information about how to design and analyze experiments for improving the quality, efficiency and performance of real-world processes and systems.
- *Statistics for Experimenters: Design, Innovation, and Discovery* by George E.P. Box, J. Stuart Hunter, and William G. Hunter (2005). This text is the canonical reference on statistical methods as applied to experimental design. It is a more advanced text that requires the reader have a relatively strong background in statistical methods and theory.
- *Experimental Design* by William G. Cochran and Gertrude M. Cox (1992). This text is the most theoretical and mathematical of the three. It develops a variety of the experimental designs that have been developed over the years and it describes the situations under which each design is most applicable.

APPENDIX E:
Secretary of Defense Memorandum on Innovation



SECRETARY OF DEFENSE
1000 DEFENSE PENTAGON
WASHINGTON, DC 20301-1000

NOV 15 2014

MEMORANDUM FOR DEPUTY SECRETARY OF DEFENSE
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
CHIEFS OF THE MILITARY SERVICES
CHIEF OF THE NATIONAL GUARD BUREAU
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
DIRECTOR, OPERATIONAL TEST AND EVALUATION
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: The Defense Innovation Initiative

I am establishing a broad, Department-wide initiative to pursue innovative ways to sustain and advance our military superiority for the 21st Century and improve business operations throughout the Department. We are entering an era where American dominance in key warfighting domains is eroding, and we must find new and creative ways to sustain, and in some areas expand, our advantages even as we deal with more limited resources. This will require a focus on new capabilities and becoming more efficient in their development and fielding.

At a time of constrained and uncertain budgets, the demand for innovation must be Department-wide and come from the top. Accordingly, I am directing Deputy Secretary of Defense Bob Work to oversee this effort. He will report back to me quarterly on progress we have made, and I will remain actively involved in overseeing all aspects of this effort.

We have always lived in an inherently competitive security environment and the past decade has proven no different. While we have been engaged in two large land mass wars over the last thirteen years, potential adversaries have been modernizing their militaries, developing and proliferating disruptive capabilities across the spectrum of conflict. This represents a clear and growing challenge to our military power.

I see no evidence that this trend will change. At the same time, downward fiscal pressure will constrain the way we have traditionally addressed threats to our military superiority and demand a more innovative and agile defense enterprise. We must take the initiative to ensure that we do not lose the military-technological superiority that we have long taken for granted.

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Figure E.1: Secretary of Defense Memorandum: "The Defense Innovation Initiative."

History is instructive on this 21st Century challenge. The U.S. changed the security landscape in the 1970s and 1980s with networked precision strike, stealth, and surveillance for conventional forces. We will identify a third offset strategy that puts the competitive advantage firmly in the hands of American power projection over the coming decades.

We must accelerate innovation throughout the Department in several linked areas:

- The 21st Century requires us to integrate leadership development practices with emerging opportunities to re-think how we develop managers and leaders.
- A new long-range research and development planning program will identify, develop, and field breakthrough technologies and systems that sustain and advance the capability of U.S. military power.
- A reinvigorated wargaming effort will develop and test alternative ways of achieving our strategic objectives and help us think more clearly about the future security environment.
- New operational concepts will explore how to employ resources to greater strategic effect and deal with emerging threats in more innovative ways.
- This effort will include many DoD components, particularly Policy; Acquisition, Technology and Logistics; Intelligence; the Joint Chiefs of Staff; and the Military Departments.
- Finally, we need to continue to further examine our business practices and find ways to be more efficient and effective through external benchmarking and focused internal reviews.

All these areas will be overseen, integrated, and managed by an active and engaged governance structure led by Deputy Secretary Work which will include the Department's senior leaders. Their focus will be to ensure these combined initiatives achieve maximum traction in our system, that institutional barriers are overcome, and that our Department rapidly integrates real concepts and capabilities to improve its effectiveness.

America's continued strategic dominance will rely on innovation and adaptability across our defense enterprise. This will build the foundation for American leadership well into the 21st Century. I consider this a catalyzing effort that will spread and grow throughout the entire Department.

Thank you.

Chuck Hagel

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