

# Recent Recruiting Trends and Their Implications for Models of Enlistment Supply

Michael P. Murray  
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RAND

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**Recent Recruiting Trends and Their Implications for Models of Enlistment Supply**, 1998 Concerns have arisen over the ability of the military services to meet their recruiting requirements over the next few years The number of recruiters and the advertising budget have been cut over the course of the drawdown as recruit cohorts have shrunk by over a third As compared with FY95 a 20 percent increase in accessions greater than 40 percent for the Army was needed by FY97 if the services were to meet the force strengths planned for that year Beginning in the early part of this decade anecdotal evidence suggested that recruiters had been having trouble achieving their goals A preliminary RAND investigation in 1994 indicated that there should not have been a supply shortage in the early to mid 1990s Here we revisit that question with a more thorough analysis restricting ourselves to supply projection models based on econometric analysis of specific supply and demand determinants Other parts of the larger research project examine other aspects of recruiting trends As the parameters in earlier models were estimated with data from the 1980s we re estimate the models with 1990s data to determine whether those parameters and thus the underlying supply process have changed We also determine whether any changes in factors influencing supply occurred Finally we use the updated model using 1990s data to predict the adequacy of supply in FY97

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Michael Murray, Rand national defense research inst santa monica ca, 1998 Concerns have arisen over the ability of the military services to meet their recruiting requirements over the next few years The number of recruiters and the advertising budget have been cut over the course of the drawdown as recruit cohorts have shrunk by over a third As compared with FY95 a 20 percent increase in accessions greater than 40 percent for the Army was needed by FY97 if the services were to meet the force strengths planned for that year Beginning in the early part of this decade anecdotal evidence suggested that recruiters had been having trouble achieving their goals A preliminary RAND investigation in 1994 indicated that there should not have been a supply shortage in the early to mid 1990s Here we revisit that question with a more thorough analysis restricting ourselves to supply projection models based on econometric analysis of specific supply and demand determinants Other parts of the larger research project examine other aspects of recruiting trends As the parameters in earlier models were estimated with data from the 1980s we re estimate the models with 1990s data to determine whether those parameters and thus the underlying supply process have changed We also determine whether any changes in factors influencing supply occurred Finally we use the updated model using 1990s data to predict the adequacy of supply in FY97

### **Recent Recruiting Trends and Their Implications** Beth J. Asch, Bruce R. Orvis, 1994

### **An Annotated Bibliography of**

**Recruiting Research Conducted in the U.S. Armed Services and in Foreign Services** Lisa M. Penney, 2001 This is an annotated bibliography of research conducted on military recruiting by the U S Army Research Institute for the Behavioral and Social Sciences ARI the other U S military services and foreign military organizations To provide a framework for the

research summaries they are organized around a model of military recruitment showing the important factors contributing to successful recruiting. The model contains the following factors: 1 personnel selection and assessment, 2 training and development, 3 recruiting management and organization, 4 recruiter performance, 5 marketing, 6 youth supply characteristics and influencers, 7 propensity, 8 enlistment decisions, and 9 delayed entry programs. One hundred fifty-one reports are summarized describing recruiting research most relevant to the current U.S. military recruiting environment. It is hoped that the review provides a comprehensive yet concise picture of the research results generated by the U.S. Army, Navy, Marine Corps, Air Force, and foreign service recruiting research communities.

**DTIC A CBO Study: Recruiting, Retention, and Future Levels of Military Personnel, October 2006**, 2006 **Recruiting, Retention, and Future Levels of Military Personnel** Heidi L. W. Golding, 2006 *Technical Report*, 1987 Recruiting Minorities Beth J. Asch, Paul Heaton, Bogdan Savych, 2009. This report identifies factors that are correlated with trends in Black and Hispanic representation among high quality recruits in the Army and Navy and it considers which policies are likely to be most effective in increasing high quality enlistments among Black, Hispanic, and White youth. Page iii. *The American Military After 9/11* M. Morgan, 2008-02-04. This book describes the intense mobilization of American society in the Global War on Terrorism coupled with trends in progress before 9/11. With its focus on maximizing civilian casualties, terrorism has been uniquely able to arouse the popular emotion and make us rethink the use of military force. *The Defense Science Board Task Force on Human Resources Strategy* United States. Defense Science Board. Task Force on Human Resources Strategy, 2000. The Department of Defense (DoD) employs more than three million people. Nearly half of its personnel—1.44 million—are active-duty military. About 870,000 Reservists composed of 410,000 Selected Reservists and 460,000 National Guard personnel add to the active-duty force. Civilian personnel make up the remaining workforce, numbering about 730,000. These three million employees are supported by an array of defense contractors providing a wide variety of goods and services to the Department. Moreover, the Department spends more than half of its \$270 billion budget on pay and allowances alone. With a workforce this large, varied, diverse, and important, it is not surprising that its management is a uniquely challenging undertaking. The human resource challenges facing DoD have changed rapidly over the last decade as a result of many factors. A robust economy, civilian sector competition for employees to fill high technology positions, declining American public interest in public service, major changes in the Department's missions and operational tempo, and a significant downsizing of the Department's workforce are a few examples. Reducing the size of the overall workforce by more than a million personnel from a high in 1987 of 4.1 million has left in place a very different force distribution in age, education, and skill. *Handbook of Defense Economics* Todd Sandler, Keith Hartley, 2007-04-12. The second volume of the *Handbook of Defense Economics* addresses defense needs, practices, threats, and policies in the modern era of globalization. This new era concerns the enhanced cross-border flows of all kinds, e.g., capital and labor flows, revolutionary rhetoric, guerrillas, and terrorists, including the spillovers of benefits and costs.

associated with public goods and transnational externalities i e uncompensated interdependencies affecting two or more nations These ever increasing flows mean that military armaments and armies are less able to keep out security threats Thus novel defense and security barriers are needed to protect borders that are porous to terrorists pollutants political upheavals and conflicts Even increased trade and financial flows imply novel security challenges and defenses Globalization also underscores the importance of a new set of institutions e g the European Union and global governance networks and agents e g nongovernmental organizations and partnerships This volume addresses the security challenges in this age of globalization where conflicts involve novel tactics new technologies asymmetric warfare different venues and frightening weapons Volume 2 contains topics not covered in volume 1 i e civil wars peacekeeping economic sanctions the econometrics of arms races conversion peace economics and the interface of trade peace and democracy Volume 2 also revisits topics from volume 1 where there has been a significant advancement of knowledge i e conflict analysis terrorism arms races arms trade military manpower and arms industries All of the main securities concerns of today are analyzed Chapters are written by the leading contributors in the topic areas Up to date surveys on the pressing defense issues theoretical empirical and policy issues Coverage of theoretical and empirical studies of terrorism Contributions by the leading researchers in the field of defense economics

**Attitudes, Aptitudes, and Aspirations of American Youth** National Research Council, Division of Behavioral and Social Sciences and Education, Board on Behavioral, Cognitive, and Sensory Sciences, Committee on the Youth Population and Military Recruitment, 2003-02-01 Recruiting an all volunteer military is a formidable task To successfully enlist one eligible recruit the Army must contact approximately 120 young people The National Research Council explores the various factors that will determine whether the military can realistically expect to recruit an adequate fighting force one that will meet its upcoming needs It also assesses the military's expected manpower needs and projects the numbers of youth who are likely to be available over the next 20 years to meet these needs With clearly written text and useful graphics Attitudes Aptitudes and Aspirations of American Youth offers an overview of important issues for military recruiters touching on a number of important topics including sex and race education and aptitude physical and moral attributes and military life and working conditions In addition the book looks at how a potential recruit would approach the decision to enlist considering personal family and social values and the options for other employment or college Building on the need to increase young Americans propensity to enlist this book offers useful recommendations for increasing educational opportunities while in the service and for developing advertising strategies that include concepts of patriotism and duty to country Of primary value to military policymakers recruitment officers and analysts Attitudes Aptitudes and Aspirations of American Youth will also interest social scientists and policy makers interested in youth trends

**Parameters**, 2001

*Germany's New Security Demographics* Wenke Apt, 2013-12-04 Military recruitment will become more difficult in times of demographic aging The question arises whether demographic change will constrain the capacity of aging states like

Germany to conduct foreign policy and pursue their national security interests Since contemporary military operations still display a strong human element particular scrutiny is given to the empirical analysis of the determinants of military propensity and military service among youth An additional human capital projection until 2030 illustrates how the decline in the youth population will interact with trends in educational attainment and adolescent health to further complicate military recruitment in the future A concluding review of recruiting practices in other NATO countries provides insight in best practice policy options to reduce the military's sensitivity to demographic change Following this approach the book gives prominence to a topic that has thus far been under represented in the greater discussion of demographic change today namely the demographic impact on international affairs and strategic calculations **Enlistment Decisions in the 1990s**

M. Rebecca Kilburn, Jacob Alex Klerman, 1999 This work updates previous estimates of individual enlistment models investigating the relationship between family individual local labor market and other background characteristics and the decision to enlist The study makes three primary innovations to earlier models First it uses data from the early 1990s while the most recent estimates were from the early 1980s The data report the enlistment behavior of a cohort of individuals from the National Educational Longitudinal Study NELS who were high school seniors in 1992 In general the authors find that their coefficient estimates are similar to those estimated by earlier models while the mean levels of the explanatory variables are more often significantly different from those in earlier data Second the authors explore the utility of including some additional variables in the model that are more relevant to the 1990s or were not available in early data These include measures of immigrant status criminal behavior drug use in state college tuition and whether parents were in the military The research finds that immigrant status criminal behavior and having parents in the military are significant determinants of individual enlistment decisions Third the authors estimate the individual enlistment decision as a three choice decision whether to enlist enroll in college or work after high school graduation in contrast to earlier studies which modeled the enlistment decisions as a two way choice of whether to enlist or not The study concludes that the trivariate choice model dominates the bivariate model because it produces more significant coefficient estimates and yields more insights into the reasons that individuals enlist rather than choosing alternative activities *Why Are First Term Soldiers Leaving the US Army Reserve?* Vaine Caldwell, PhD, 2010-12-07 The information presented takes a look at what some military observers see as an emerging issue that the United States Army Reserve will have to address more thoroughly Persuasive Imagery

Linda M. Scott, Rajeev Batra, 2003-04-02 This volume synthesizes and advances existing knowledge of consumer response to visuals Representing an interdisciplinary perspective contributors include scholars from the disciplines of communication psychology and marketing The book begins with an overview section intended to situate the reader in the discourse The overview describes the state of knowledge in both academic research and actual practice and provides concrete sources for scholars to pursue Written in a non technical language this volume is divided into four sections Image and Response

illustrates the difficulty encountered even in investigating the basic influences processes and effects of mere exposure to imagery Image and Word presents instances in which the line between words and pictures is blurred such as the corporate logo which is often pictorial in nature but communicates on an abstract level usually attributed to words Image and the Ad contributes to our appreciation for the exquisite variations among advertising texts and the resultant variability in response not only to different ads but among different viewers of the same ad Image and Object carries the inquiry of visual response over the bridge toward object interaction Having traveled a path that has gone from the precise working of the brain in processing visual stimuli all the way to the history of classical architecture readers of this volume will have a new respect for the complexity of human visual response and the research that is trying to explain it It will be of interest to those involved in consumer behavior consumer psychology advertising marketing and visual communication

**An Annotated Bibliography of Recruiting Research Conducted in the U.S. Armed Services and in Foreign Services** Lisa M. Penney, 2001 This is an annotated bibliography of research conducted on military recruiting by the U S Army Research Institute for the Behavioral and Social Sciences ARI the other U S military services and foreign military organizations To provide a framework for the research summaries they are organized around a model of military recruitment showing the important factors contributing to successful recruiting The model contains the following factors 1 personnel selection and assessment 2 training and development 3 recruiting management and organization 4 recruiter performance 3 marketing 6 youth supply characteristics and influencers 7 propensity 8 enlistment decisions and 9 delayed entry programs One hundred fifty one reports are summarized describing recruiting research most relevant to the current U S military recruiting environment It is hoped that the review provides a comprehensive yet concise picture of the research results generated by the U S Army Navy Marine Corps Air Force and foreign service recruiting research communities

**Army Manpower Economics** Curtis L Gilroy, 2019-03-05 The U S Army Research Institute ARI and the Office of the Deputy Chief of Staff for Personnel U S Army sponsored a Conference on Army Manpower Economics in Williamsburg Virginia on December 5 7 1984 With the military's growing interest in economic research and the usefulness of econometric analyses in addressing military manpower issues it was appropriate to assemble senior Army policy makers leading academicians and other researchers to discuss Army manpower research and policy issues The collection of articles presented in this volume is a direct outgrowth of that conference

**MR**, 1997

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