Navy Recruiting and Applicant Attraction: Preliminary Results

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Navy Recruiting and Applicant Attraction: Preliminary Results

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Background

- CF recruiting
  - CF attrition issues
  - Chief Military Personnel priority to “attract and retain Canada’s best”
  - Development of new CF recruiting campaign
Background

Navy recruiting and new initiatives

• Recruitment of Navy personnel still continues to be an area of concern
• Increased focus on Navy recruitment
  – Great Lakes Deployment (11 city tour)
  – Activities to highlight Canadian Naval Centennial
  – TV commercials to highlight distressed occupations

• Additional information needed to inform upcoming Navy recruiting strategies
Study

The Navy approached the Directorate of Military Personnel Research and Analysis (DGMPRA) to conduct research that would:

• identify the factors that attract applicants to the Navy and the reasons why individuals may or may not apply to Navy occupations; and

• assess the efficacy of attraction strategies currently in place.

• Secondary aim: examine Navy recruits’ satisfaction with the recruitment process.
Method

- Both qualitative and quantitative methodologies were employed in the study.

- **Focus Groups:** conducted in Halifax (Nova Scotia) and Victoria (Vancouver Island, British Columbia) with Navy recruits who had recently completed or who were awaiting naval occupational training.

- **Survey:** a short survey was administered at the conclusion of each focus group to gather complementary quantitative data.
Study

The following data were gathered:

- Demographics

- Awareness and influence of attraction strategies (e.g., Internet site, television commercials)

- Influential factors for joining the CF/Navy (e.g., pay, career opportunities, parents, friends)

- Perception of the recruiting process
# Sample Demographics

<table>
<thead>
<tr>
<th>Component</th>
<th>N = 203</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regular Force</td>
<td>192</td>
<td>94.6</td>
</tr>
<tr>
<td>Reserve Force</td>
<td>11</td>
<td>5.4</td>
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</table>

<table>
<thead>
<tr>
<th>First Official Language</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>169</td>
<td>83.3</td>
</tr>
<tr>
<td>French</td>
<td>33</td>
<td>16.3</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>183</td>
<td>90.1</td>
</tr>
<tr>
<td>Female</td>
<td>20</td>
<td>9.9</td>
</tr>
</tbody>
</table>
Sample Demographics (cont.)

Age of Navy Recruits

- 20-24: 45%
- 25-29: 30%
- 30-34: 25%
- 35-39: 20%
- 40-44: 15%
- 45 and older: 10%

Percent
### Demographics (cont.)

<table>
<thead>
<tr>
<th>Occupation</th>
<th>n</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maritime Surface and Sub-surface (Officer)</td>
<td>48</td>
<td>23.6</td>
</tr>
<tr>
<td><strong>Naval Electronics Technician</strong></td>
<td>43</td>
<td>21.0</td>
</tr>
<tr>
<td>Boatswain</td>
<td>24</td>
<td>11.8</td>
</tr>
<tr>
<td>Naval Communicator</td>
<td>20</td>
<td>9.9</td>
</tr>
<tr>
<td><strong>Naval Weapons Technician</strong></td>
<td>19</td>
<td>9.4</td>
</tr>
<tr>
<td>Hull Technician</td>
<td>11</td>
<td>5.4</td>
</tr>
<tr>
<td><strong>Naval Combat Systems Engineering (Officer)</strong></td>
<td>7</td>
<td>3.4</td>
</tr>
<tr>
<td>Naval Electronic Sensor Operator</td>
<td>6</td>
<td>3.0</td>
</tr>
<tr>
<td>Marine Electrician</td>
<td>5</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Marine Systems Engineering (Officer)</strong></td>
<td>5</td>
<td>2.5</td>
</tr>
<tr>
<td>Steward</td>
<td>5</td>
<td>2.5</td>
</tr>
<tr>
<td>Logistics (Officer)</td>
<td>2</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Marine Engineering Mechanic</strong></td>
<td>2</td>
<td>1.0</td>
</tr>
<tr>
<td>Resource Management Clerk</td>
<td>2</td>
<td>1.0</td>
</tr>
<tr>
<td><strong>Sonar Operator</strong></td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>Other/unclear</td>
<td>3</td>
<td>1.5</td>
</tr>
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</table>
Attraction Strategies: Please indicate the extent to which the following encouraged you to enquire about joining the CF

- Internet
- Recruiting Displays
- TV
- CF Shows
- Posters
- Movie Theatre
- Newspaper/Magazine
- Radio

Legend:
- This is why I enquired
- To a large extent
- Not at all or to a lesser extent
Attraction Strategies: Please indicate the extent to which the following encouraged you to enquire about joining the Navy.

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Legend:
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Influential factors in decision to apply to the CF/Navy

- Goal of study to identify why participants decided to enquire about joining the CF and specifically, the Navy

- Asked participants to share their reasons for why they wanted to join the Navy

- Also interested in finding out from participants why they thought that people in the general population would want to join the Navy
Influential factors in decision to apply to the CF/Navy: Quantitative Results

- Career Opportunities
- Pay and benefits
- For adventure
- Pride in the job
- Sail around the world
- Serving your country
- Learning a trade/profession
- Education opportunities
- Opportunity to make a difference
- To do challenging work
- Defense of Canada/ war fighting
- To work on a ship
- For the comradeship
- Job security/lack of job prospects
- Live in different places
- Peacekeeping Humanitarian aid
- To gain discipline
- Lack of job opportunities
- Encouragement from friends/relatives

Percent

Strong to Very Strong Influence  Moderate Influence  No to Little Influence
Influential factors in decision to apply to the CF/Navy: Qualitative Results

- Similar to quantitative results
- Some reasons reflect attributes of the CF as a whole while other reasons relate more specifically to the Navy
- Examples: - “to travel the world”
  - “I want to work on a boat”
  - “for money”
  - “for financial stability/stable job”
  - “to get a career”
  - “for adventure”
  - “for geographical stability”
  - “family history”
- Respondents provided similar answers when asked why they thought individuals in general would want to join the Navy
Influence of others on decision to enquire about the CF/Navy

Family

• “My parents were the ones who influenced me the most”
• “My mom said I could only join if I did not choose the Army. She was ok with the Navy”

Friends

• “My friend was already in and told me all about it”

Recruiters

• “Recruiter was same school, environment, trade”
Influence of others on decision to enquire about the CF/Navy

CF/Navy familiarity

- Close to three-quarters of recruits knew someone in the CF and, of those, a little more than half knew someone in the Navy
- Close to 25% of the participants grew up in a CF or Navy family
Reasons for not joining the Navy

- Do not want the military (Navy) lifestyle
  - “they don't want the military life”
  - “they don’t want the time away from home”

- Unaware of the benefits (e.g., subsidized education, salary).

- Lack of media coverage
  - “even with the media, they cover what the Army does but don’t cover what the Navy does unless it’s a big thing. It’s in the background because of Afghanistan when we do things that are just as important.”

- CF commercials
  - “the commercials are for the people who want to fight, the way they [the commercials] are, they do not attract the more techie kids”
Reasons for not joining the Navy (cont.)

- The CF is synonymous with Army
  - “people think that if you join the Navy, you will be sent to Afghanistan to get killed”
  - “people see me in my uniform and ask if I’m in the Army.”

- Lack of knowledge/accurate information
  - “people lack information”
  - “people don't know the Navy and what we do”
  - “they don't know about the benefits”
  - “people see me in my uniform and ask me if I am a security guard”
Best Practices for CF and Navy Recruiting

- Employee Referral Program
- Internet presence
- Recruiter selection and training
- Streamlining the selection process
Best Practices for CF and Navy Recruiting

- Employee Referral Program
  - Cost effective
  - High quality recruits
  - Increased retention

- Internet Use
  - Important attraction tool
  - Both official and unofficial websites are used when seeking information
Best Practices for CF and Navy Recruiting (cont.)

- Recruiter selection and training
  - Face-to-face interaction
    - "The TV ads and the website are great, but eventually, you still want to talk face-to-face with a recruiter."
    - Not knowledgeable about the Navy occupations

- Streamlining the selection process
  - Lengthy process = loss of applicants
Recommendations

- Improve the current recruiter selection process and training program, and build in an evaluation process

- Examine the feasibility of implementing an employee referral program

- Develop more targeted TV commercials that can appeal to:
  - technologically or technically inclined youth;
  - those in technical occupations;
  - older individuals who may already have technical/technological training; and
  - parents.

- Conduct research with the other environments as well as with the public to examine why they did/do not join the Navy
Recommendations (cont.)

➢ Expand and improve the use of the Internet:
  • Use both official and unofficial forums
  • Increase the amount and type of advertising that is done on the Internet (e.g. YouTube, social networking sites)
  • Identify and monitor the information that is requested on the web
  • Conduct research to stay current with the communication/entertainment media used by youth and extend advertising to those mediums.

➢ Expand outreach efforts
  • Increase visits to all levels of schools and/or strategically visit schools in the best geographic locations
Recommendations (cont.)

- Examine the possibility of extending realistic job previews (e.g., Naval Officers Assessment Board) to all Navy officer recruits.

- Engage the media to report on the Navy’s missions and activities.

- Ensure that applicants receive more accurate Navy information through recruiters and online on topics such as:
  - what courses they will need to take, for how long;
  - what to expect during basic training and after;
  - military/Navy lifestyle and life on board a ship;
  - posting locations;
  - salary progression, and details of sea pay;
  - realistic amount of time away from home; and
  - services available for families, etc.
Questions?

Thank you!