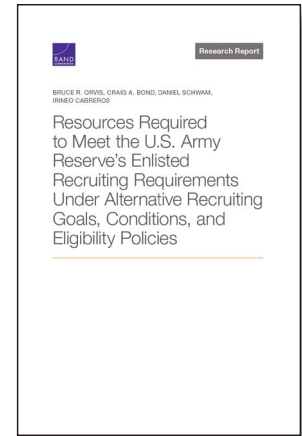




Resources Required to Meet the U.S. Army Reserve's Enlisted Recruiting Requirements Under Alternative Recruiting Goals, Conditions, and Eligibility Policies

Bruce R. Orvis, Craig A. Bond, Daniel Schwam, Irineo Cabrer0s

www.rand.org/t/RR1304-1



Several U.S. Army resources and policies work together to produce recruits. Understanding their interactions under various circumstances enables the Army to use its limited resources more effectively and efficiently. The authors present a model—the Reserve Recruiting Resource Model—designed to optimize resources and policies to achieve future Army Reserve recruiting goals.



RESEARCH QUESTIONS

- How effective are Army resources in generating Army Reserve contracts?
- How do changing recruiting environments, Army recruit eligibility policies, and accession requirements affect the required recruiting resource levels and mix to meet the recruiting mission?
- What can the Army do to improve the effectiveness and efficiency of Reserve recruiting?



KEY FINDINGS

- Although accession requirements have been lower in recent years, the demand for quality recruits has risen, and the recruiting environment has changed.
- Planned enlistment waiver rates have remained low, which puts pressure on the number of potential recruits.
- The resources used to attract new enlistees—such as recruiters, bonuses, and advertising—differ both in their productivity and in the time required between the decision to use a resource and the ability to do so, as well as between resource use and enlistment response.
- In the past, the Army has limited recruit eligibility in good recruiting environments to increase recruit quality; in contrast, during difficult recruiting times, the Army has increased eligibility to help ensure achievement of the accession requirement.

continued on back

- Understanding how recruiting resources and enlistment eligibility policies work in concert and how the optimal levels and mix of recruiting resources vary under different recruiting requirements, eligibility policies, and environments is key in enabling decisionmakers to use the Army's limited resources to effectively and efficiently achieve the Army's accession requirements.



RECOMMENDATIONS

- Army planners should use the RRRM tool to consider the potential cost and resourcing requirements of a variety of recruiting contingencies, and to strategically examine resource and policy trade-offs.
- Future research should link the RRRM and the Regular Army Recruiting Resource Model, which are two valuable additions to the Army's planning tools.
- The RRRM should be updated in the future to reflect the effectiveness of recruiting resources.
- Future refinements could also include integration with existing planning and budgeting models and with the Reserve Recruit Selection Tool, which provides information on first-term outcomes and costs when recruit eligibility policies are changed.



ARROYO CENTER

RAND Arroyo Center is the Army's federally funded research and development center for studies and analyses. Its mission is to help Army leaders make decisions that are informed by objective, high-quality analysis. For more information visit Arroyo's website at www.rand.org/ard.