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State of the Recruiting Market

November 2011

DEFENSE HUMAN RESOURCES ACTIVITY

BLUF

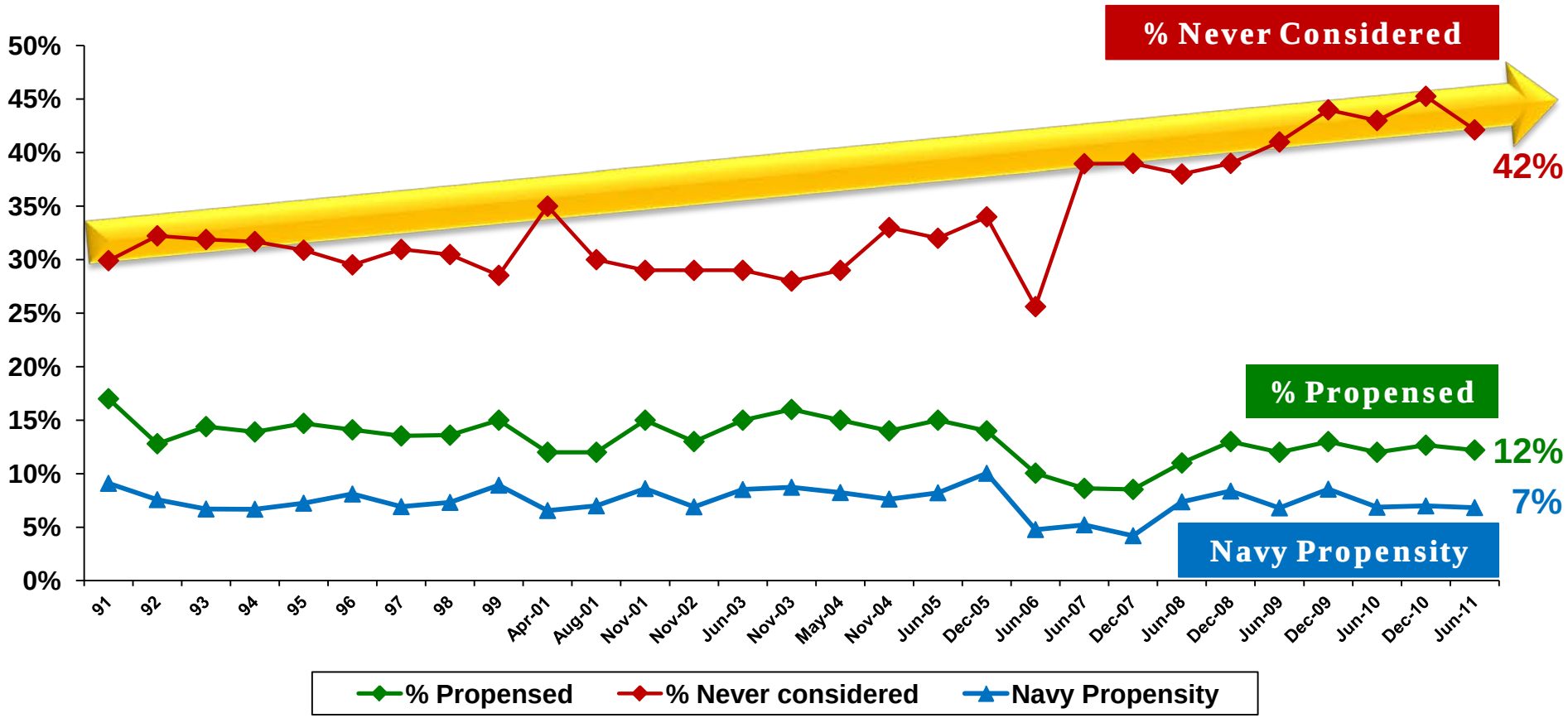
- **Recruiting has been successful, but we must adapt our approach to continue to keep the All Volunteer Force viable in the near future.**
  - Underlying problems masked by economic and employment instability.
  - Military service is becoming an "unconsidered" option to a large and growing proportion of youth.
  - We are facing an increasingly toxic and polarized recruiting environment, and have yet to clearly define strategies to effectively address all challenges.

- **We are poised to face significant recruiting challenges on 3 different and unique fronts:**
  - Pre-prospect: creating an environment receptive to future recruiting
  - Prospect: persuading those with appropriate characteristics and skillsets
  - National: maintaining a positive, influential, and attractive organizational image

- **Correcting these problems will require the willingness to try new approaches as well as collaboration between the Services, Components, and Department.**

Intention and Considerations for Military Service

- Though propensity has been stable, the proportion of youth who have *never* considered joining the Military has **increased from 30% in 1991 to 42% in June 2011**.



Note: Youth ages 16–21

Source: Department of Defense Youth Polls

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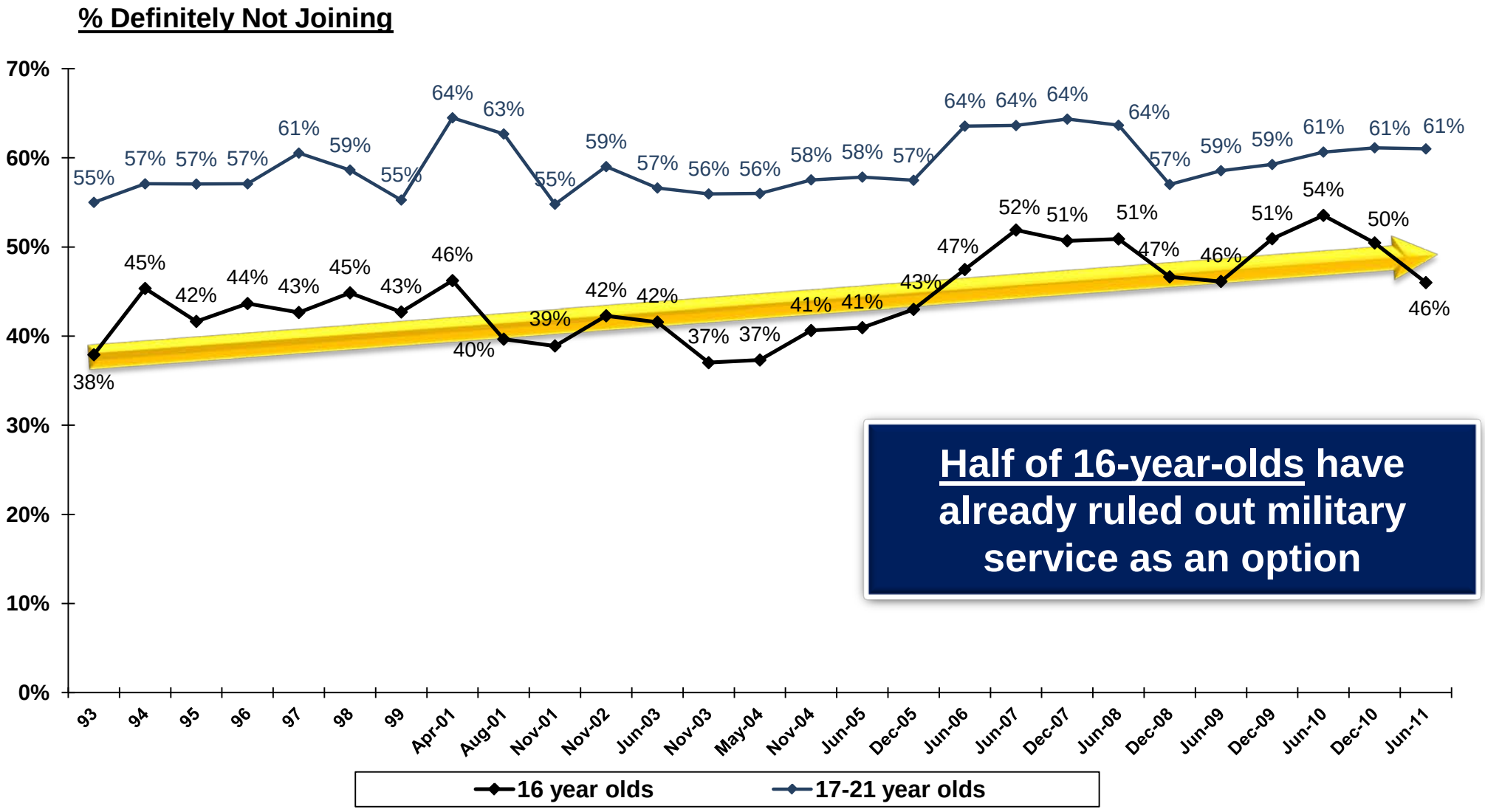
= Significant change from previous poll

Questions YATS- Q503: Now, I'd like to ask you how likely it is that you will be serving in the Military in the next few years?; Youth Polls- FPP9: In the next few years, how likely is it that you will be serving in the Military? FPP15: Before taking this survey, how much consideration had you given to the possibility of joining the Military?

Propensity: Definitely Not Joining

By Age Cohort

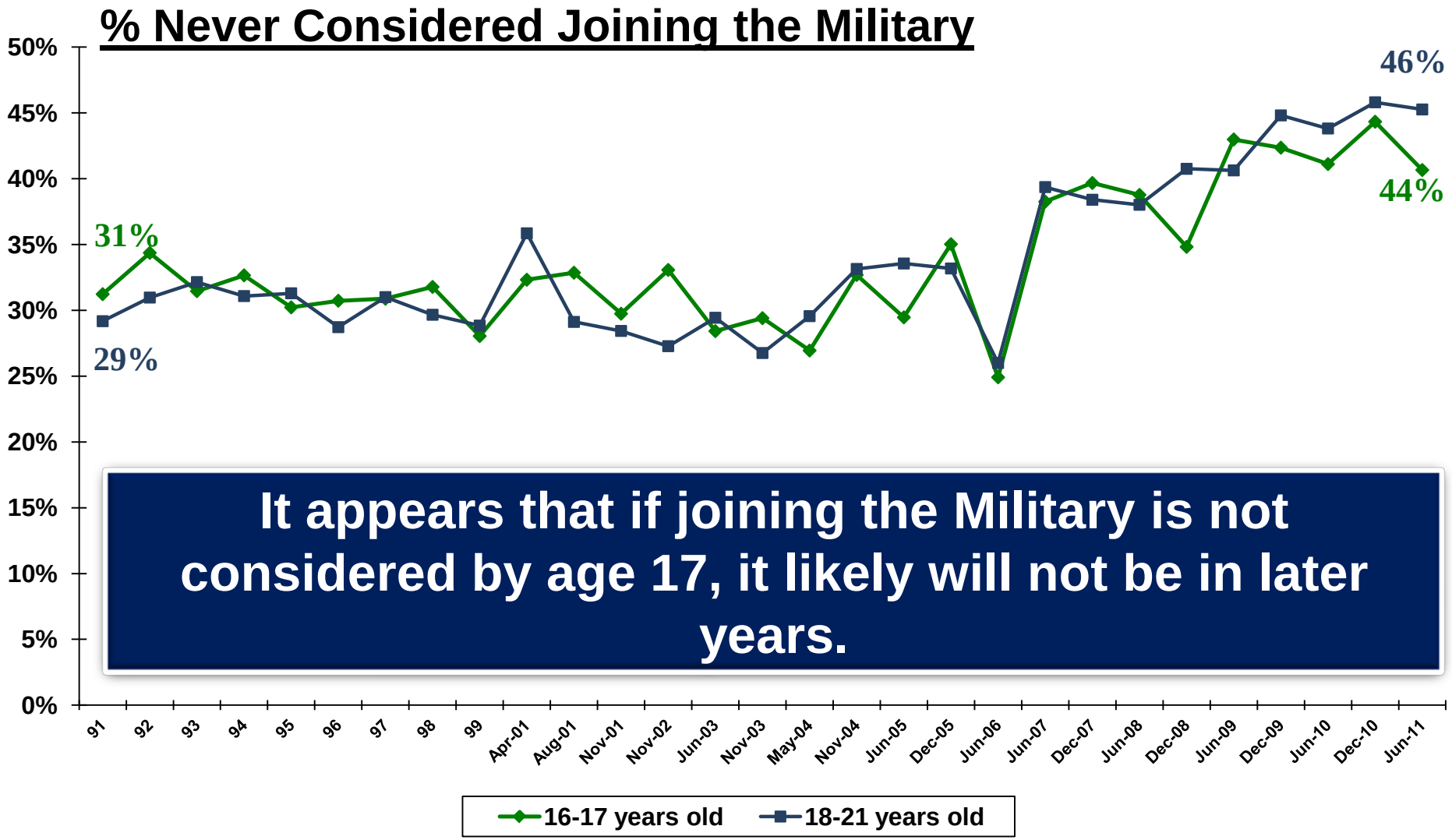


Half of 16-year-olds have already ruled out military service as an option

Source: Department of Defense YATS and Youth Polls

Questions: YATS- Q503 Now, I'd like to ask you how likely it is that you will be serving in the Military in the next few years?; Youth Polls- FPP9 In the next few years, how likely is it that you will be serving in the Military?

Prior Consideration of Military Service



Source: Department of Defense YATS and Youth Polls

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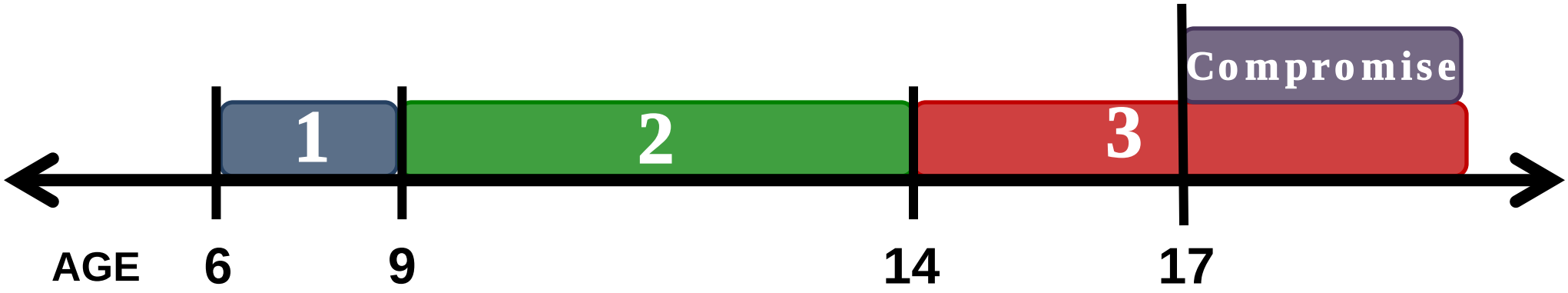
Question FPP15: Before taking this survey, how much consideration had you given to the possibility of joining the Military?

The Pre-Prospect Problem

Selection, Congruence and Compromise



ELIMINATION & SELECTION

Child excludes options through stages as they develop and advance in age:

1: Gender-Type Preferences; Ages 6–8

2: Social Worth Preferences; Ages 9–13

Child eliminates options

3: CONGRUENCE; Ages 14+

- Teens rank and select from options remaining after stage 1 and 2

COMPROMISE; Ages 17+

- Usually after high school
- Facing reality so balance preference with accessibility
- Perceptions of opportunity
- Barriers to jobs & training

Source: Gottfredson (1981)

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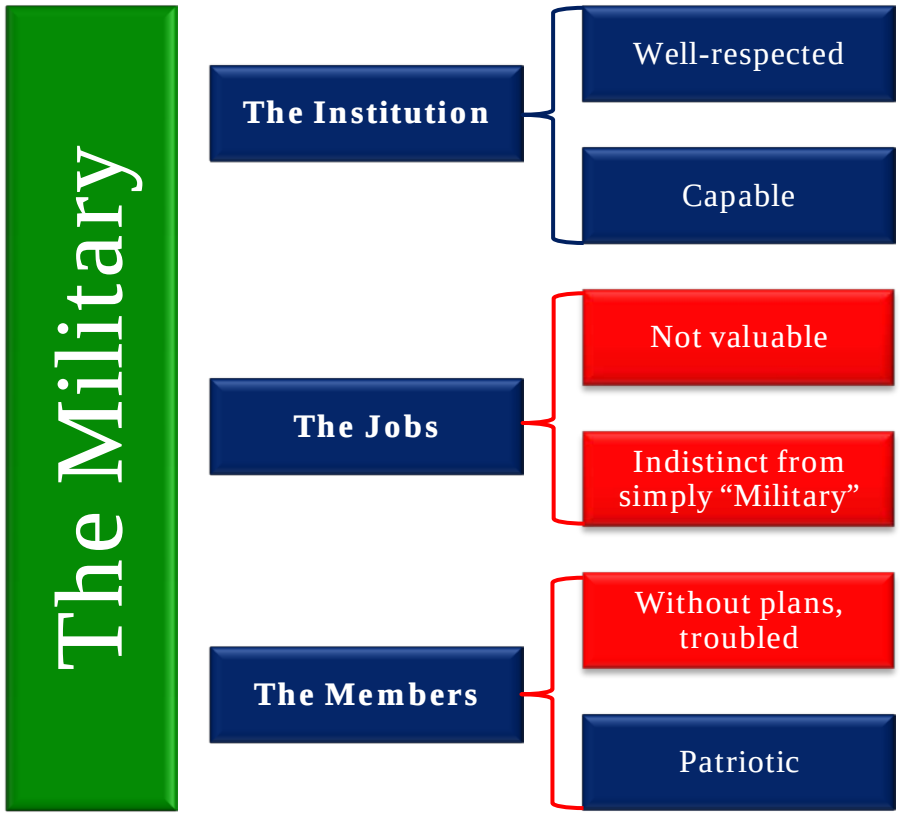
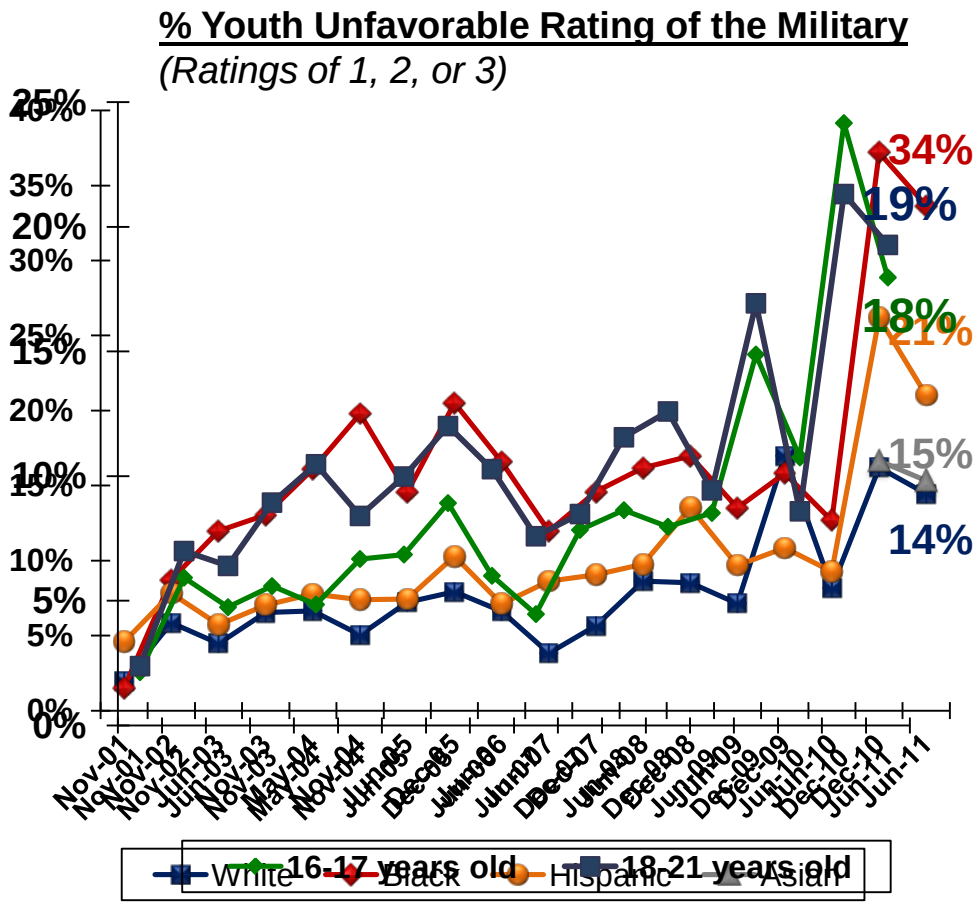
What is a Job's "Value"?

- Youth make a strong distinction between the Military as an institution versus jobs within the Military.
- Regardless of this distinction, favorability for the Military has declined meaningfully over last decade.





Note: Youth ages 16–21

Source: In-Depth Study Focus Groups, DoD Youth Polls

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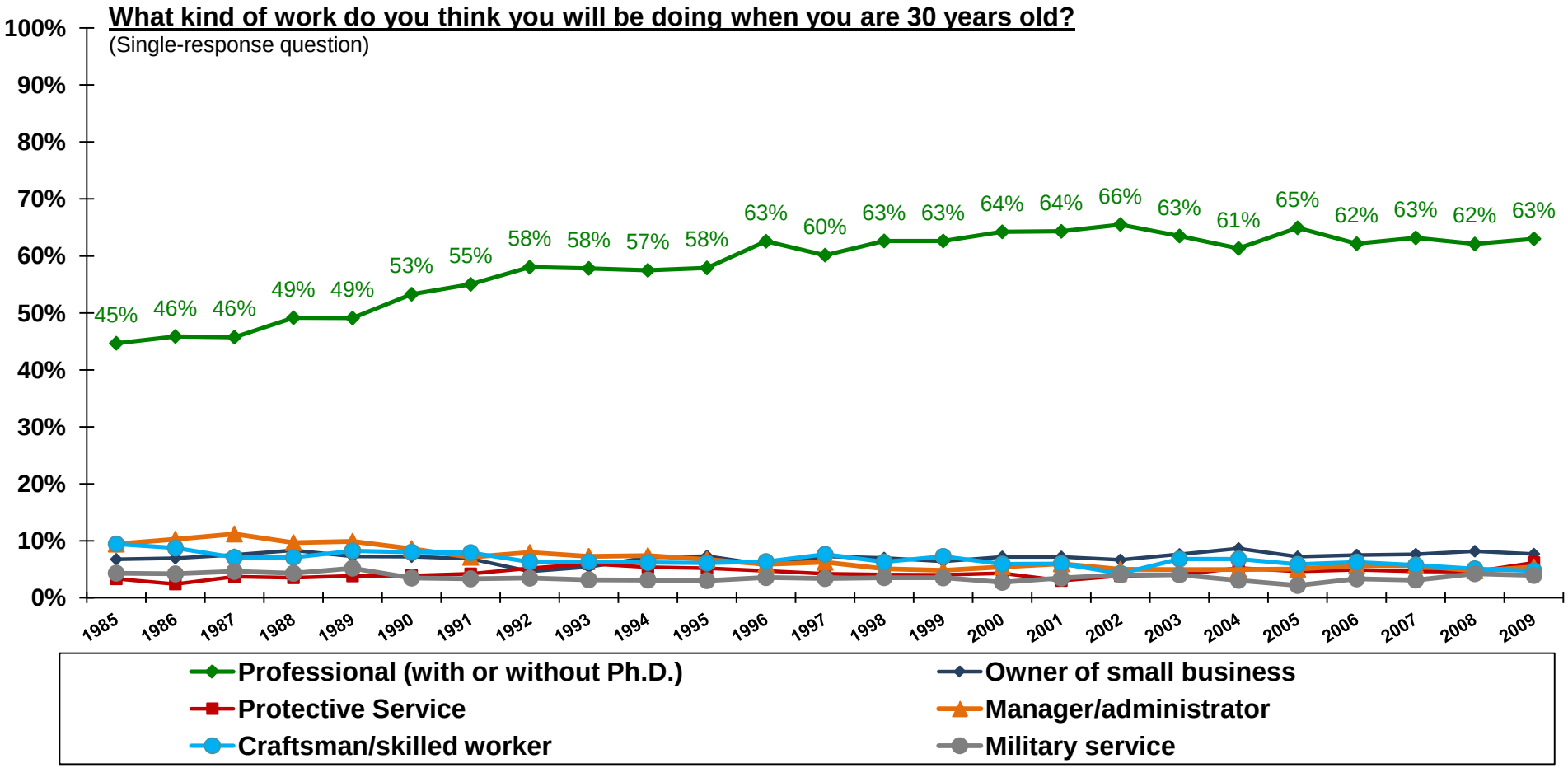
Question FAV1: How favorable is your opinion of the Military? Respondents were given a 10-point scale where 1 means Very Unfavorable and 10 means Very Favorable.

Future Plans of 12th Graders

- The majority of HS seniors believe they will be performing **professional work** by the time they reach age 30.
- We are seeing a clear increase in affinity for **"White Collar" jobs** and no such increase for other types of jobs.



Note: Not all professions are shown. Total may not sum up to 100.

Source: Monitoring the Future (1985-2009), 12th Grader Survey

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Losing an Understanding

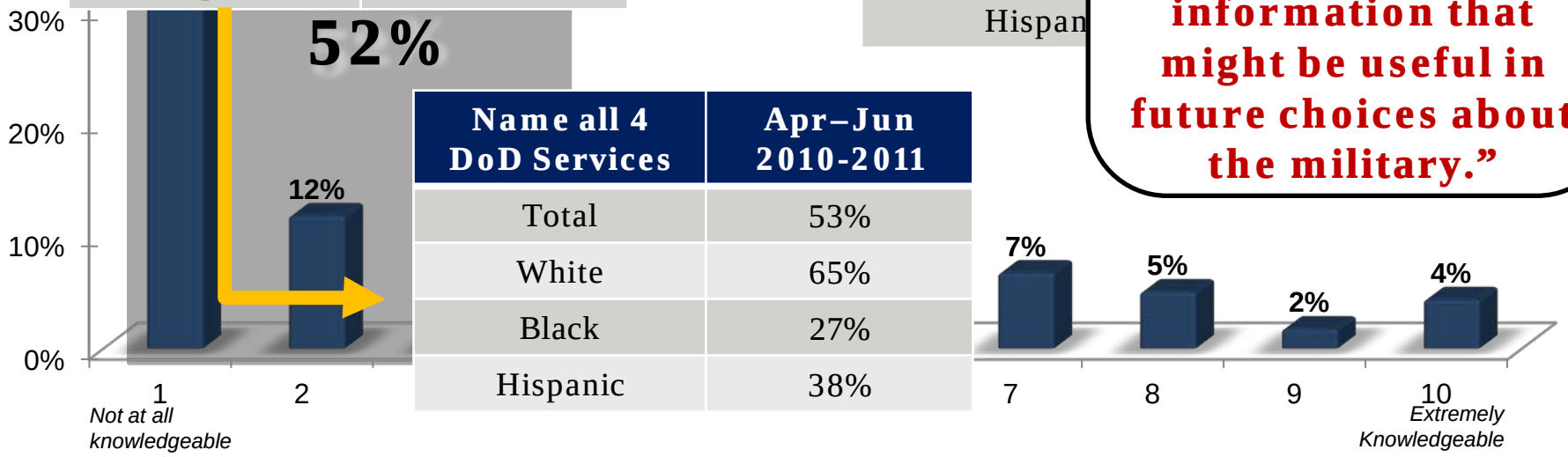
Young adults have little knowledge of the Military

Only **30%** of respondents can name ALL five Services

42% of respondents DO NOT KNOW the difference between an Officer and an enlisted person

Name all 5 Services	Apr–Jun 2010-2011
White	39%
Black	10%
Hispanic	18%

Name all 4 DoD Services	Apr–Jun 2010-2011
Total	53%
White	65%
Black	27%
Hispanic	38%



"...I'm glad that they are fighting for our freedom and all that but it's just not my thing. **I also lack any information that might be useful in future choices about the military."**

Note: Estimates are for youth ages 17 to 35.

Sources: DoD Ad Tracking Reserve Study Wave 31 (Apr–Jun 2011)

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Questions: q1bb "What other branches of Service come to mind? Please list all Services that you can think of"; q1dd5 "Before taking this survey, were you aware that there is a difference between an Officer and an enlisted person in the Military?"; q1cc1 "Let's talk about your knowledge of the U.S. Military. Please use a scale from 1 to 10 where 1 means NOT AT ALL KNOWLEDGEABLE and 10 means EXTREMELY KNOWLEDGEABLE. Please tell me how knowledgeable you are about: Active Duty"

Knowledge of Service Opportunities

47% of people ages 17 to 35 were not aware of the opportunity to serve full-time OR part-time in the Military.

NOT Aware Part-time versus Full-time?	Apr–Jun 2010-2011
White	40%
Black	57%
Hispanic	61%

46% of **PHYSICIANS** did not know there was an opportunity to serve either full-time OR part-time in the Military.

"Honestly, I don't know enough about the medical corp."

46% of non-prior service **MEDICAL RESIDENTS** did not know there was an opportunity to serve either full-time OR part-time in the Military.

Note: Estimates are for youth ages 17 to 35.

Sources: DoD Ad Tracking Reserve Study Wave 31 (Apr–Jun 2011)

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Questions 1cc2 (Reserves) and 1cc3 (National Guard): "Let's talk about your knowledge of the U.S. Military." (1 – Not at all Knowledgeable, 10 – Extremely Knowledgeable); 1dd6: "Before taking this survey, were you aware that there is the opportunity to serve either full-time OR part-time in the Military?"; 1dd5: "Before taking this survey, were you aware that there is a difference between an Officer and an enlisted person in the Military?"

Social Worth: Parents

- Parents, particularly among minorities, remain **a large deterrent for joining** the Military, even if the youth were to join as an officer.

How much would you feel each of the following emotions if your child decided to join the Military as an officer?

		Fear	Anger	Disgust
Fathers	White	**59%**	**12%**	**7%**
	Black	68%	25%	30%
	Asian	64%	10%	16%
	Hispanic	72%	25%	16%
Mothers	White	**77%**	**22%**	**15%**
	Black	85%	40%	34%
	Asian	63%	32%	22%
	Hispanic	90%	44%	33%

= significantly different from White Parents

"They would think: 'You don't need to do that,' 'You're wasting everything I did for you.' "

"They would be angry because there are so many things that can happen: held hostage, shot in head, etc. "

"They wouldn't be happy that I made that decision; they would think I was limiting options and opportunities."

"There was a plan (college, finish college, get job), so not following the plan would result in anger."

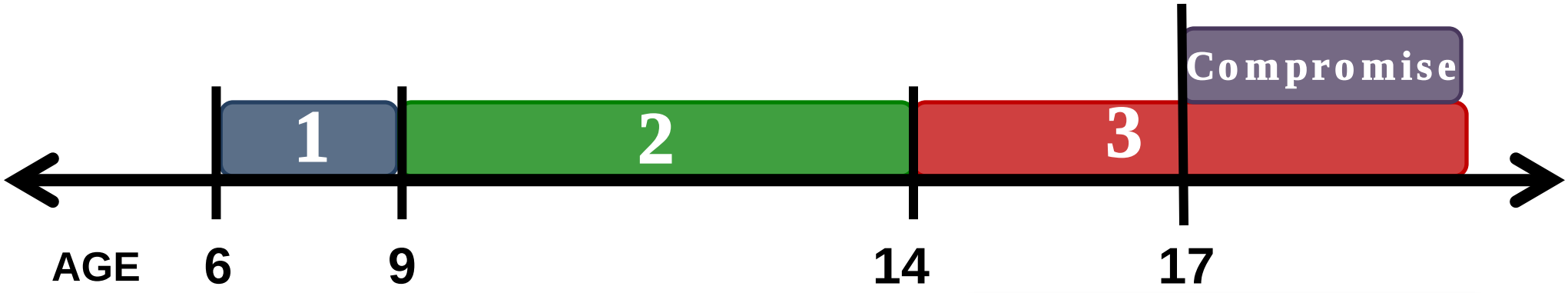
Source: JAMRS Minority Officer Study Guardian Survey

Guardian Survey Items Q8_1–Q8_9: "Imagine [child's name] just came to you and told you [he/she] wanted to join the Military as an officer. How much would you feel each of the following emotions?" Quotes based on focus group discussions.

Losing an Understanding: In Their Own Words

The Prospect Problem

Selection, Congruence and Compromise



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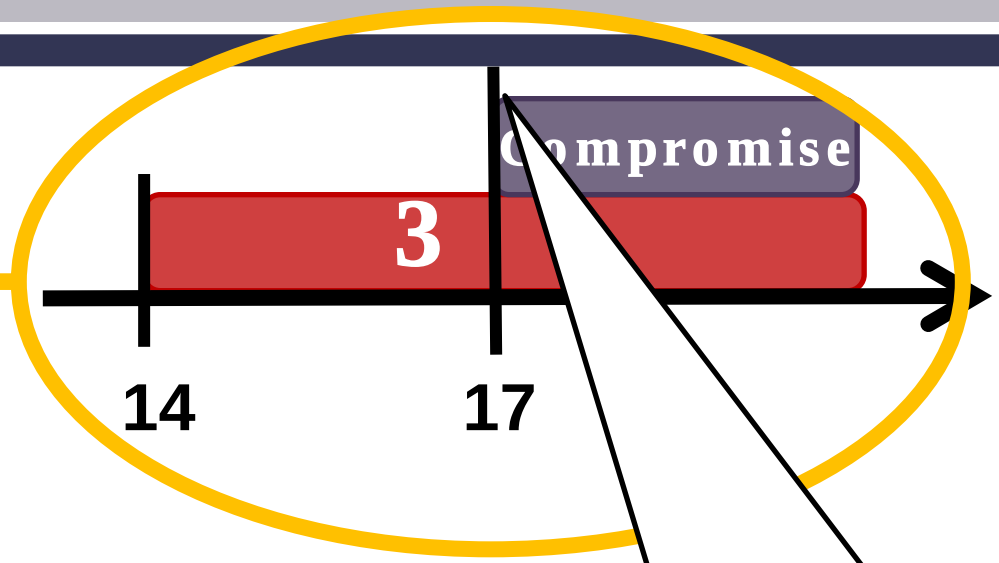
Selection, Congruence and Compromise



Self-Efficacy

Confide… …that they could succes…

Attitudes

Person… associ…

Subjective Norms

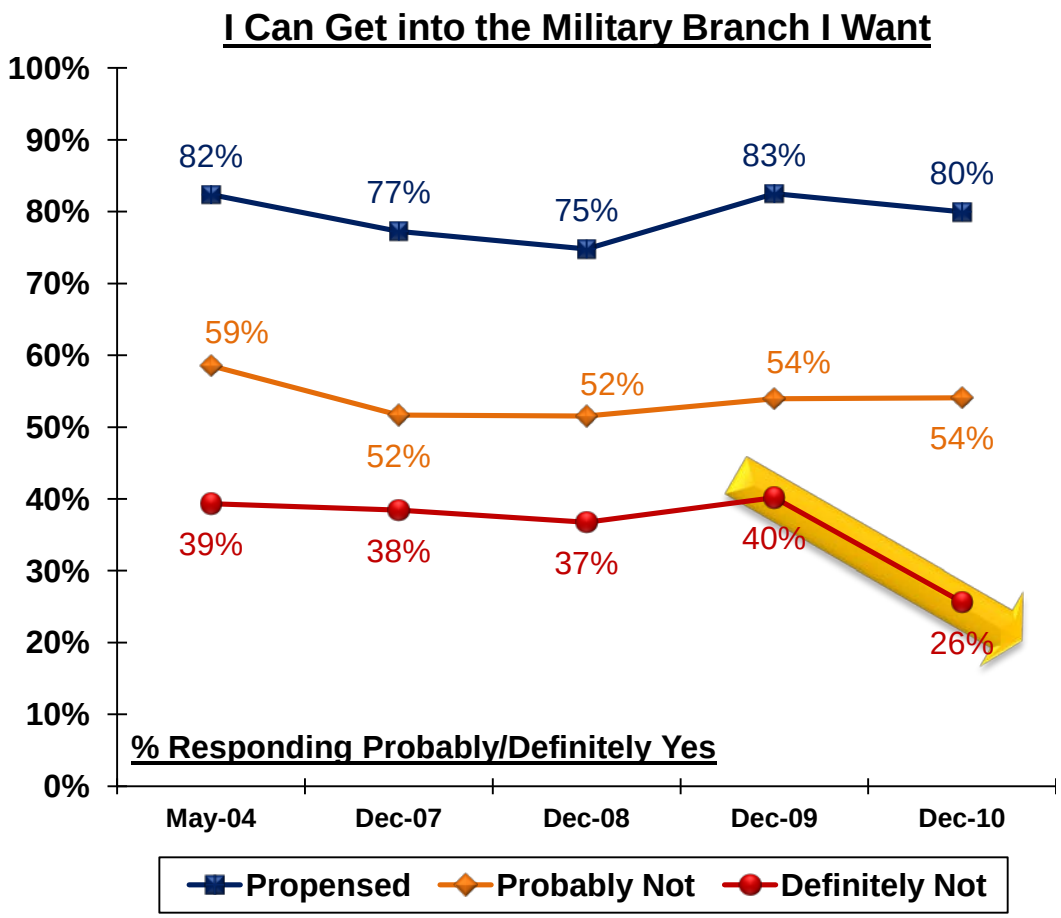
Perceived support from those important that person feels regarding a behavior

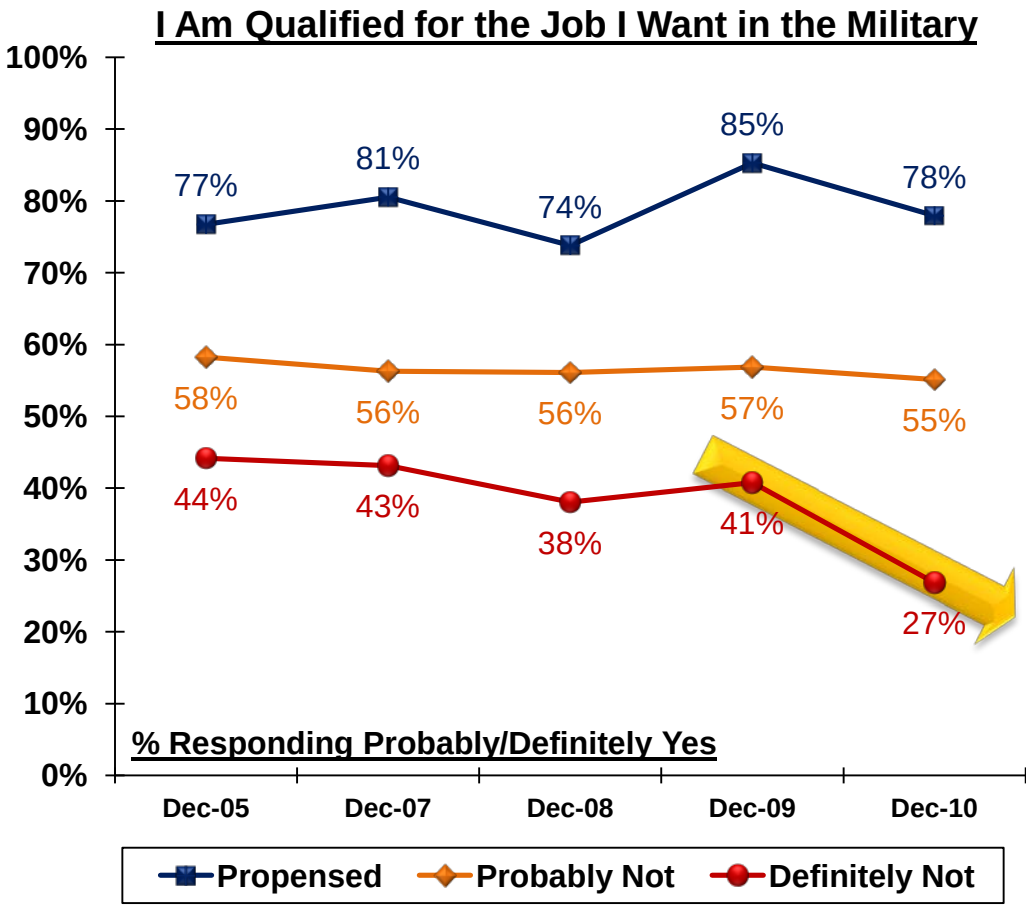
"My interest in the Military has increased in the past 6 months due to the economy. **There are no jobs and the Military is a guaranteed job** with many different benefits and a steady paycheck."

Ajzen, I. (1991). The theory of planned behavior. Organizational Behavior and Human Decision Processes, 50, 179-211.

Self-Efficacy Beliefs

- The declines among self-efficacy beliefs were **isolated within the "Definitely Not"** population.





Note: Youth ages 16–21

Source: Department of Defense Youth Polls

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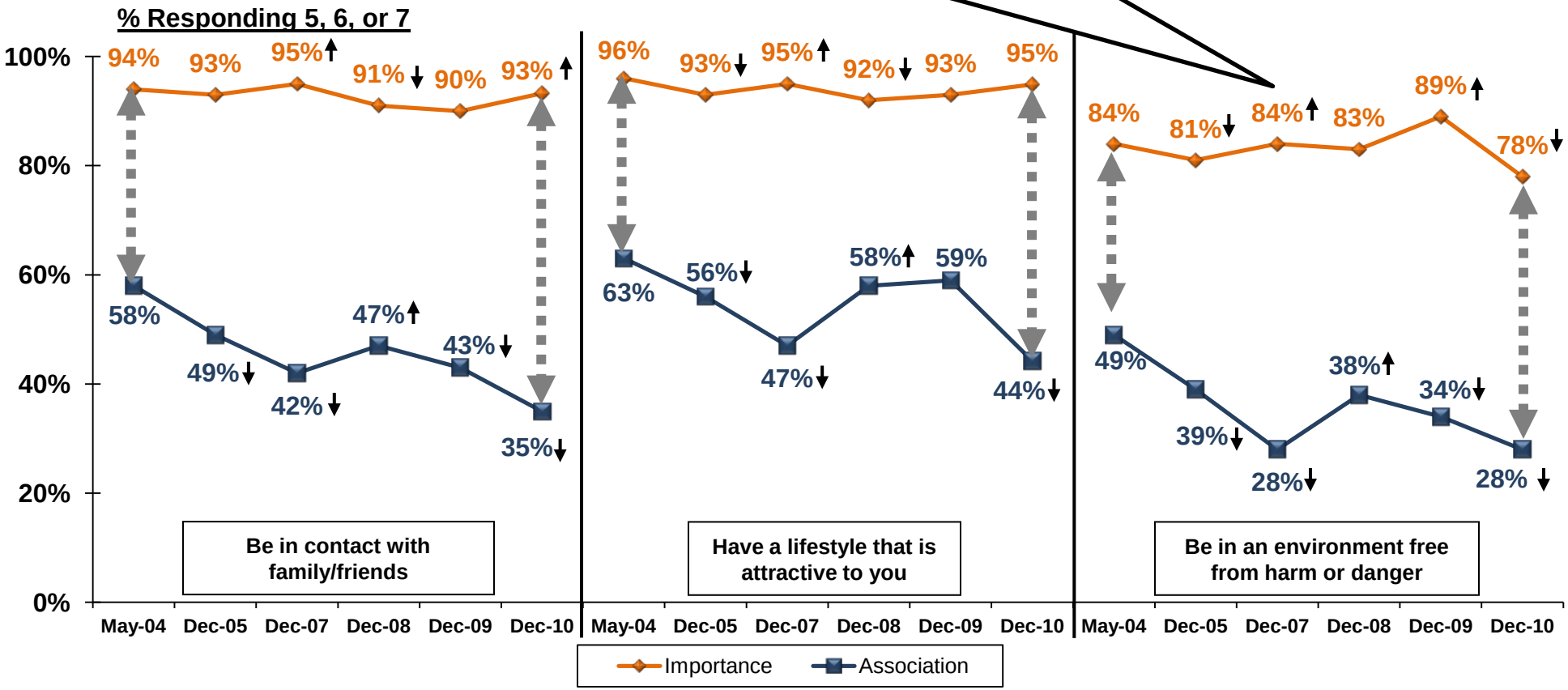
Questions: SELF1F: Below is a list of activities. Please indicate how confident you are that you could do each one… Get into the military branch of your choice. SELF1G: Below is a list of activities. Please indicate how confident you are that you could do each one… Qualify for a desirable job within the Military. (1-Definitely no; 2-Probably no; 3-Maybe yes, maybe no; 4-Probably yes; 5-Definitely yes)

Quality of Life and the Military

Change Over Time in Importance and Association

- **Fewer youth** strongly **a** ry, which remains highly important.
- Interestingly, fewer youth

"More people are job-less. And employment in the United States is decreasing everyday. The Military offers more benefits. **But you will also be risking your life."**



Note: Youth ages 16-21

Source: Department of Defense Youth Polls

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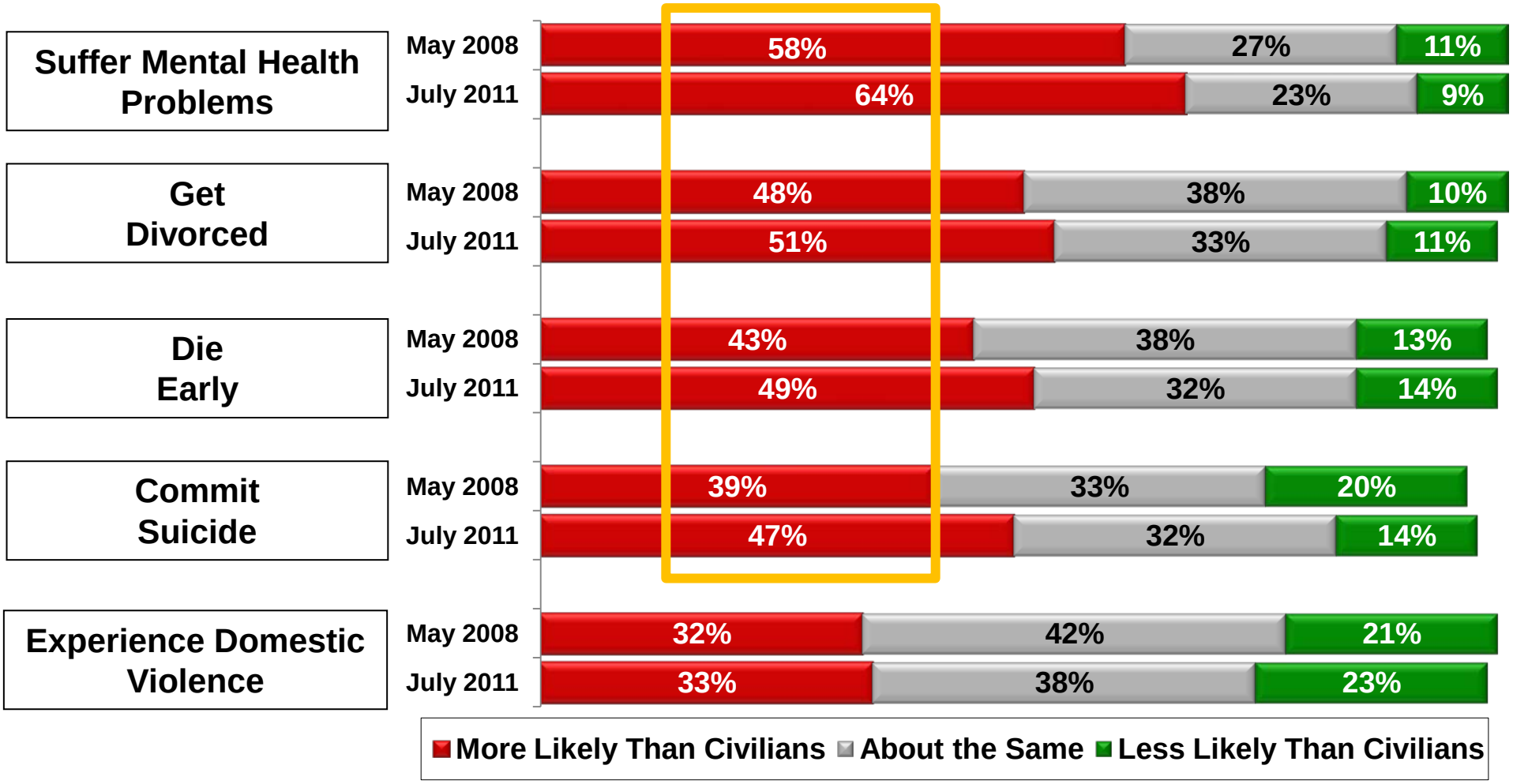
↑↓= Significant change from previous poll

Questions: OUTA—OUTU Please think about the decisions you are currently making regarding your future. How important is it that your future plans allow you to…? (1 Not at all important; 7 Extremely Important) BEHA—BEHU How likely is it that joining the U.S. Military would allow you to…? (1 Extremely Unlikely; 7 Extremely Likely)

Military Members vs. Civilians

- About half of adults felt that people in the Military were **more likely than civilians** their age to **suffer mental health problems or get divorced**.



Note: Adults ages 18+

Source: Harris Quorum

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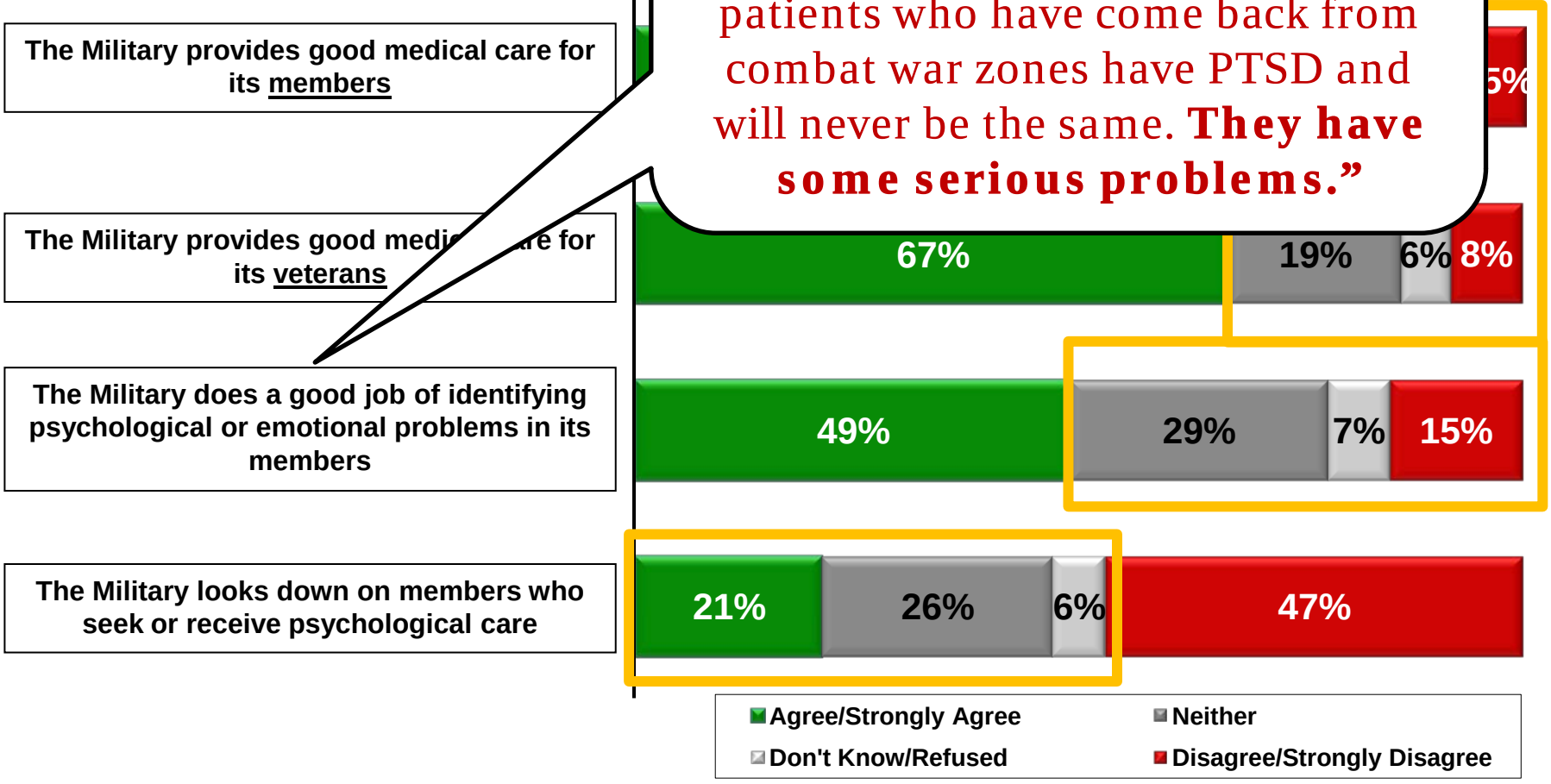
Military Health Benefits

Medical Care

- A significant part of the youth market is either **negative, ambivalent, or uninformed** regarding health ben
  - Close to **30%** hold these opinio
  - Close to **50%** hold these opinio

"I do nursing clinicals in a psychiatric facility. The military patients who have come back from combat war zones have PTSD and will never be the same. **They have some serious problems.**"



Note: Youth ages 16-21

Source: DoD June 2010 Youth Poll

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Questions: HEALTH1—HEALTH12 Please tell me the extent to which you agree or disagree with the statement. (READ STATEMENT) Do you strongly agree, agree, neither agree nor disagree, disagree, or strongly disagree with this statement?

Negative Military Imagery

Negative Images

Excitement and action attracts those already attracted, repels the majority

Note: Youth ages 17-24.

Perceptions of Youth Focus Groups, 2008-2010

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Neutral Military Imagery

Neutral Images

High-technology is intriguing and fun, but job is unrealistic and not for most

Note: Youth ages 17-24.

Perceptions of Youth Focus Groups, 2008-2010

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Positive Military Imagery

Positive Images

Achievement and humanitarianism appeals to wide majority

Note: Youth ages 17-24.

Perceptions of Youth Focus Groups, 2008-2010

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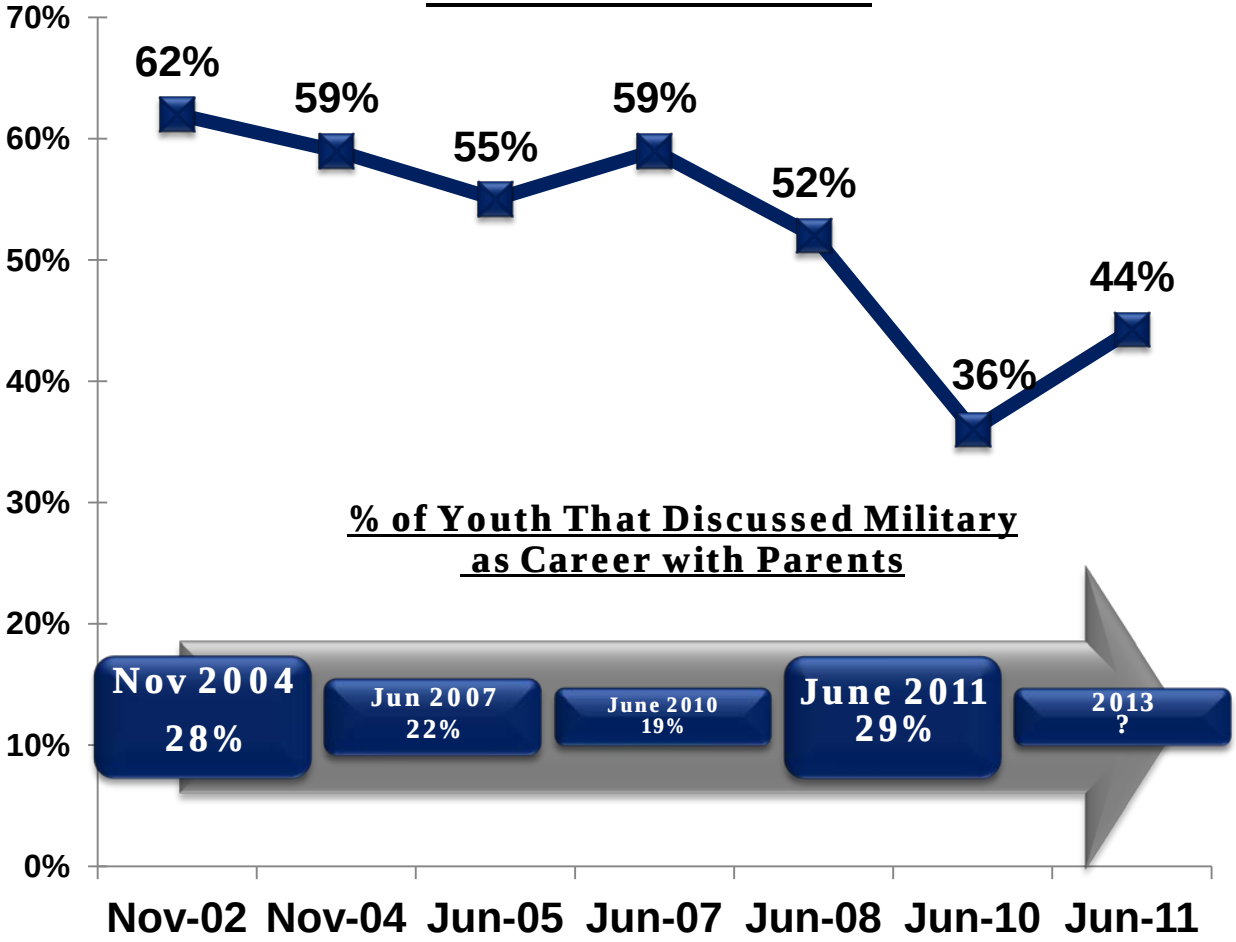
Military Jobs and Youth Goals

The National Problem

A Growing Disconnect

% of Youth Who Have EVER Spoken with a Recruiter



% of Youth That Discussed Military as Career with Parents

% Youth With Fathers Who Served

	1995	2011
White	43%	18%
Black	30%	19%
Hispanic	20%	11%
Asian	n/a	4%

Note: Youth ages 16–21 (Youth Poll); Youth ages 16–24 (Ad Tracking)
Proportions in text boxes are not related to charts.
Source: DoD Youth Polls and Advertising Tracking Study (Apr–Jun 2011)

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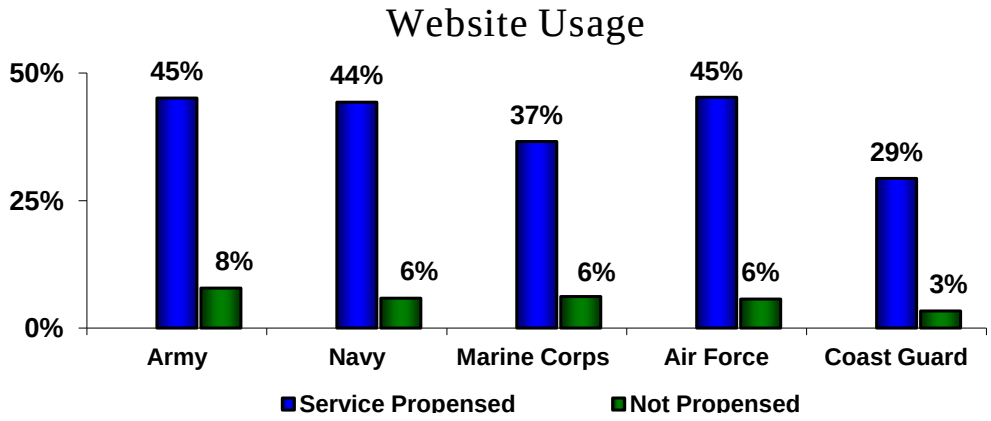
Questions: REC1: I now would like to ask you a few questions regarding military recruiters. First, have you ever spoken with a military recruiter; ADV8: In this discussion [about the future], did you discuss the possibility of you joining the Military with [your parents]? DM20A: Have any of the following members of your family ever served in the U.S. Military? (FATHER) Q36: Have you visited the website for any of the following military branches recently? Q67e: Have you ever visited the Web pages for any of the following military branches on a social networking site?

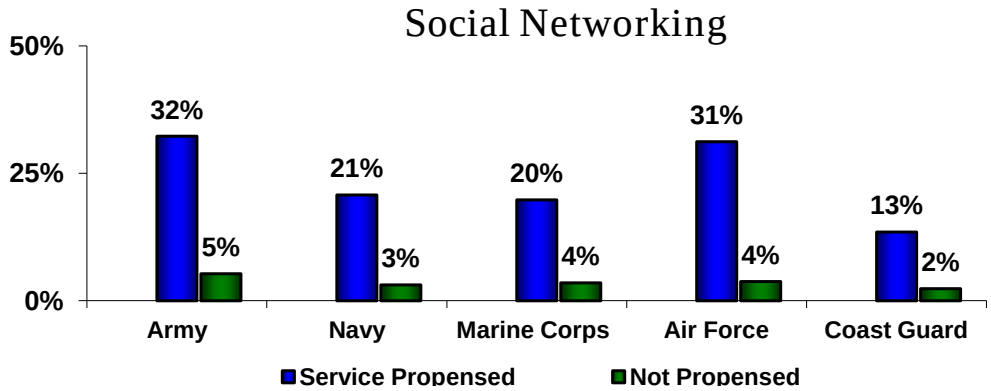
Website and Social Networking Usage

- Very little interaction and contact is made through **websites** or **social networking**.

About 1 in 5 youth have visited the Services' websites

	General Population (Jul–Sep 2011)	
Usage	**Website**	**Social Networking**
Army	**11%**	**8%**
Navy	**9%**	**5%**
Marine Corps	**9%**	**5%**
Air Force	**8%**	**6%**
Coast Guard	**5%**	**3%**
Total	**20%**	**12%**





Note: Social networking proportions are a subset of respondents with a profile of a social networking site (81% of youth).

Note: Youth ages 16–24. Totals may not add up to 100% due to rounding.

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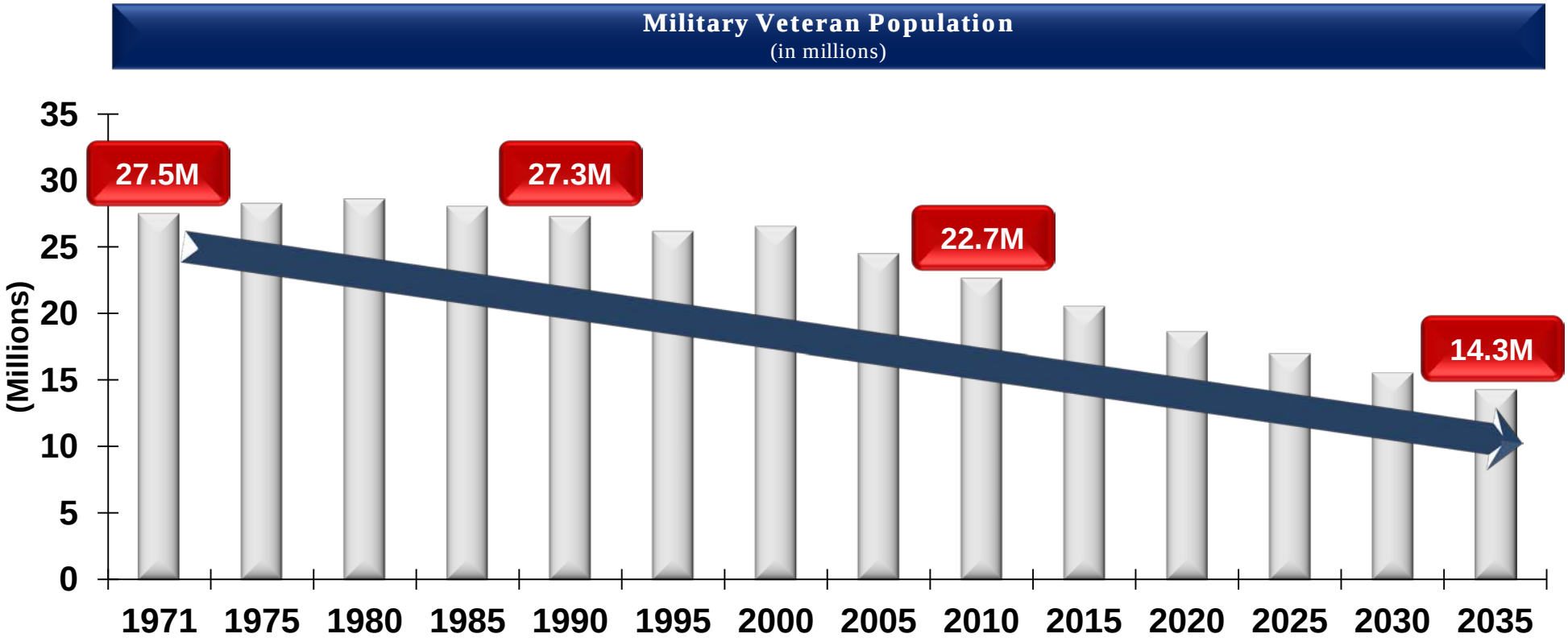
Source: DoD Ad Tracking Study

Q36: Have you visited the website for any of the following military branches recently? Q67e: Have you ever visited the Web pages for any of the following military branches on a social networking site?

Losing Our Advocates: Veterans

Military veterans are **very supportive** of young people serving in the Military. As that population declines **by about 40%** over the next 25 years, that support will also fade.



Source: U.S. Dept. of Veterans Affairs (VetPop 2007)

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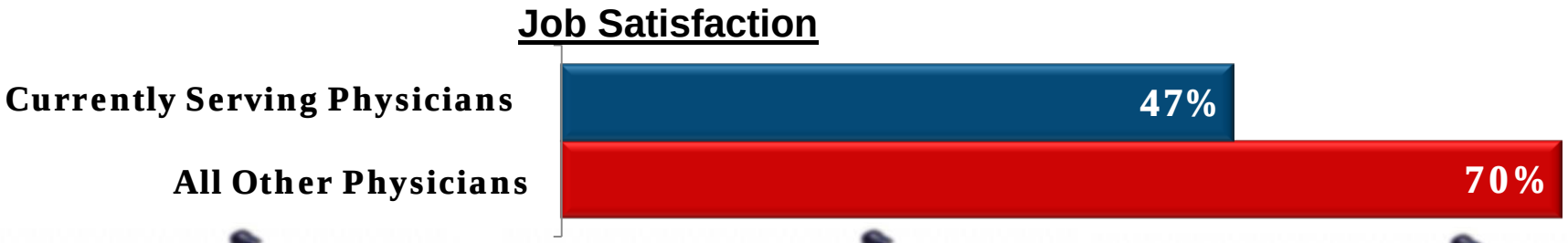
Losing our Advocates: Special Populations

- Support among our specialty populations could also be improved given the critical need for certain specialties.



"Military medicine is replete with poor quality across the board. Do not want to be affiliated with such a shoddy organization"

"1. Administrative burden 2. Poor pay. 3. No respect - MSC, NC officers make decisions without MD input. The same two corps are underworked and overpaid in our system. Once a nurse makes MAJ or LTC they do not work as a nurse!"

"I did HPSP and will [be] fulfilling 4-year obligation June 2011-going civilian. Military medicine [is] beyond repair. Bureaucratic admin. Not run for profit so no incentive at all levels to improven. Glad that I served but glad to get out"

Source: DoD Physician Study

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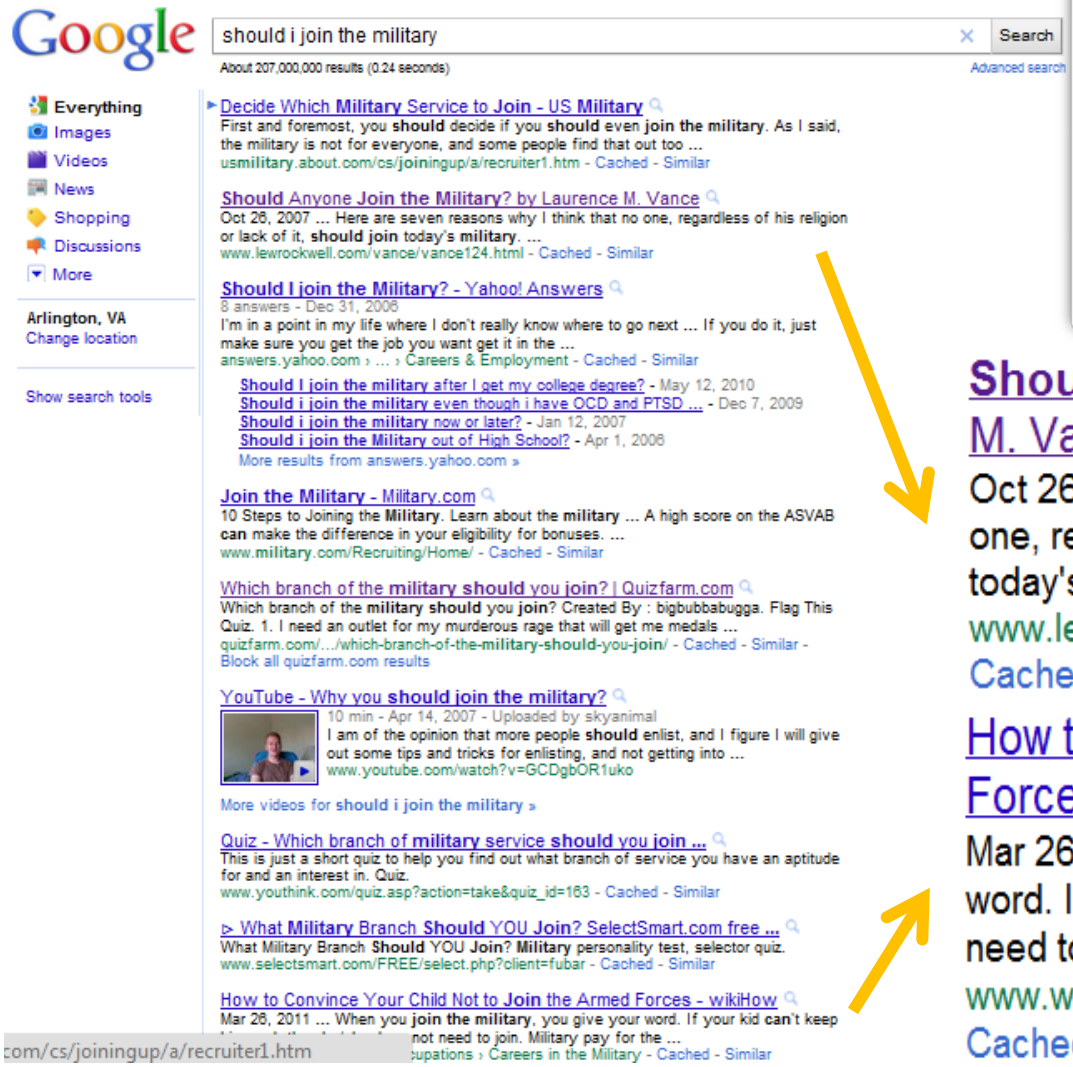
Questions 2 (current prior service), 8 (current employment situation), 9a (job satisfaction).

Google Searches And Impressions

Google was the #1 website visited by teens ages 12 to 17 in the last month (60%).[1]

A Google search for "should I join the military" yields…



Note: Search performed on June 17, 2011.

Source: Google.com; search term "should I join the military"

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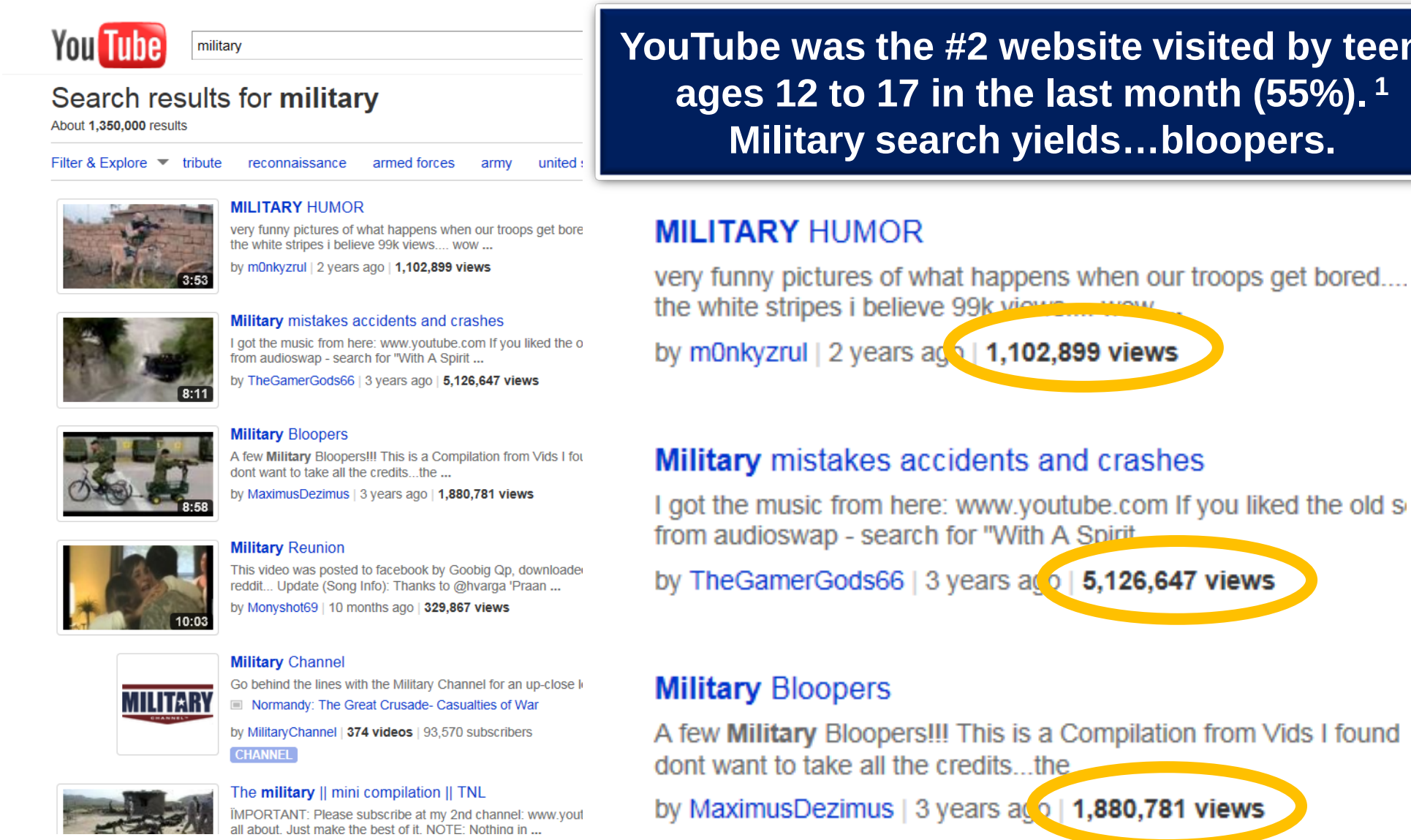
[1] *Simmons Spring 2011 NCS Teen Survey.*

YouTube And Impressions

YouTube was the #2 website visited by teens ages 12 to 17 in the last month (55%).[1] Military search yields…bloopers.



Note: Search performed on June 21, 2011.

Source: Youtube.com; search term "military"

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[1] *Simmons Spring 2011 NCS Teen Survey.*

Conclusions

Take-Aways

1. **Pre-Prospect Market**
   We must get in front of the coming recruiting challenges and start laying the foundation for future recruiting missions. This means we must begin leading the recruiting process, proactively working to educate and create a connection with the prospect market of tomorrow, today.

2. **Prospect Market**
   We must be willing to be more innovative in our messages to prospects. Adrenaline, technology, and patriotism are perfect messages for propensed. We must augment these messages with communication aimed at those not currently interested in the Military. These youth are more likely to be the individuals with the skill sets and aptitudes we require most.

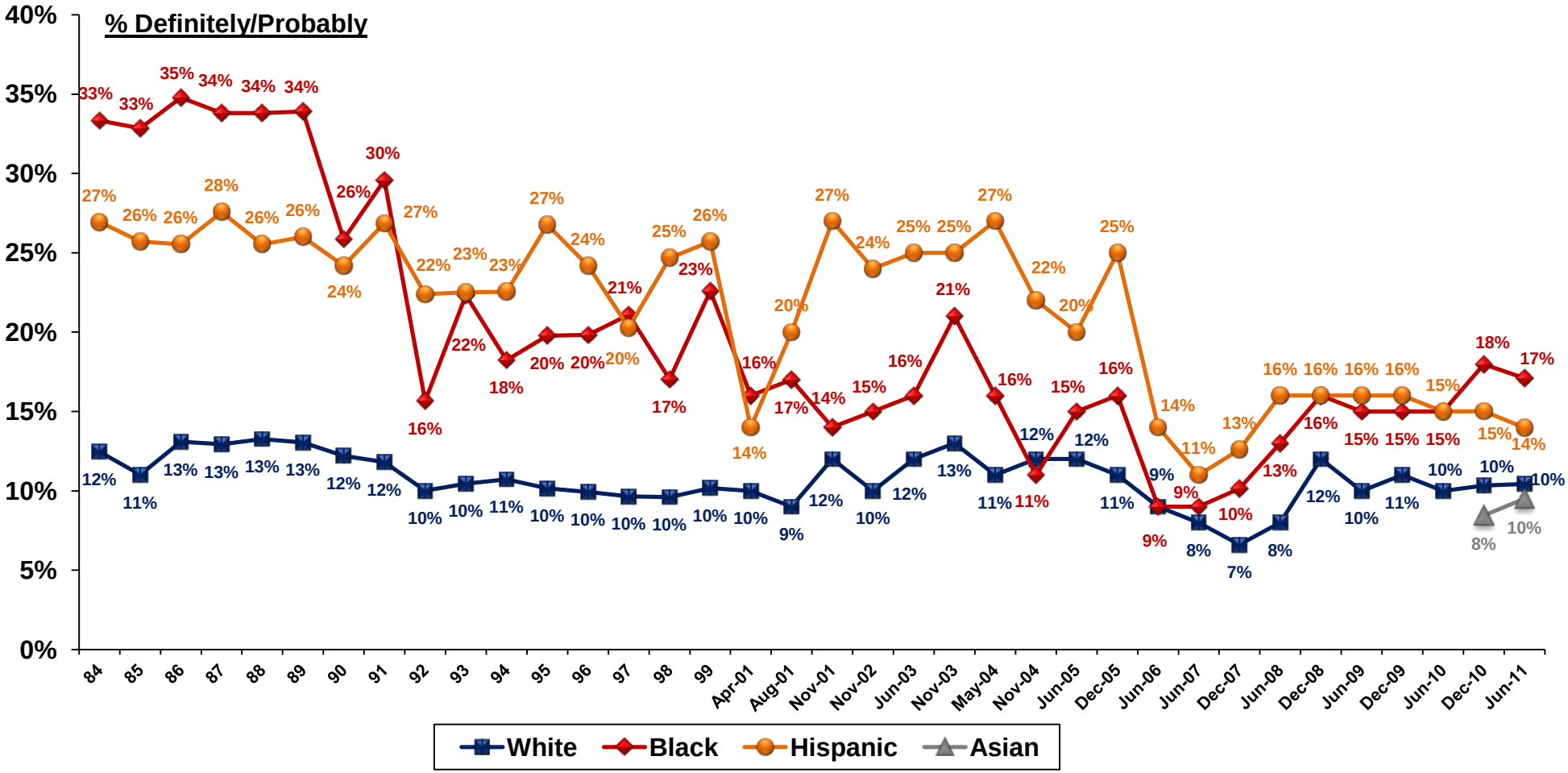
3. **National Market**
   Our image as a premier employer for young adults is fading. Our connection with society is disappearing. This is not an Active, Reserve, or Guard problem. It is a Military and Government problem and if left unattended could have broad-based negative consequences.

Backup

General Military Propensity

By Race/Ethnicity

- Propensity among White youth continues to hover around 10%.
- Black and Hispanic youth propensity have **decreased by almost 50% since 1984**, but both have remained relatively stable over the past three years.



Note: Youth age 16-21

Source: Department of Defense Youth Polls

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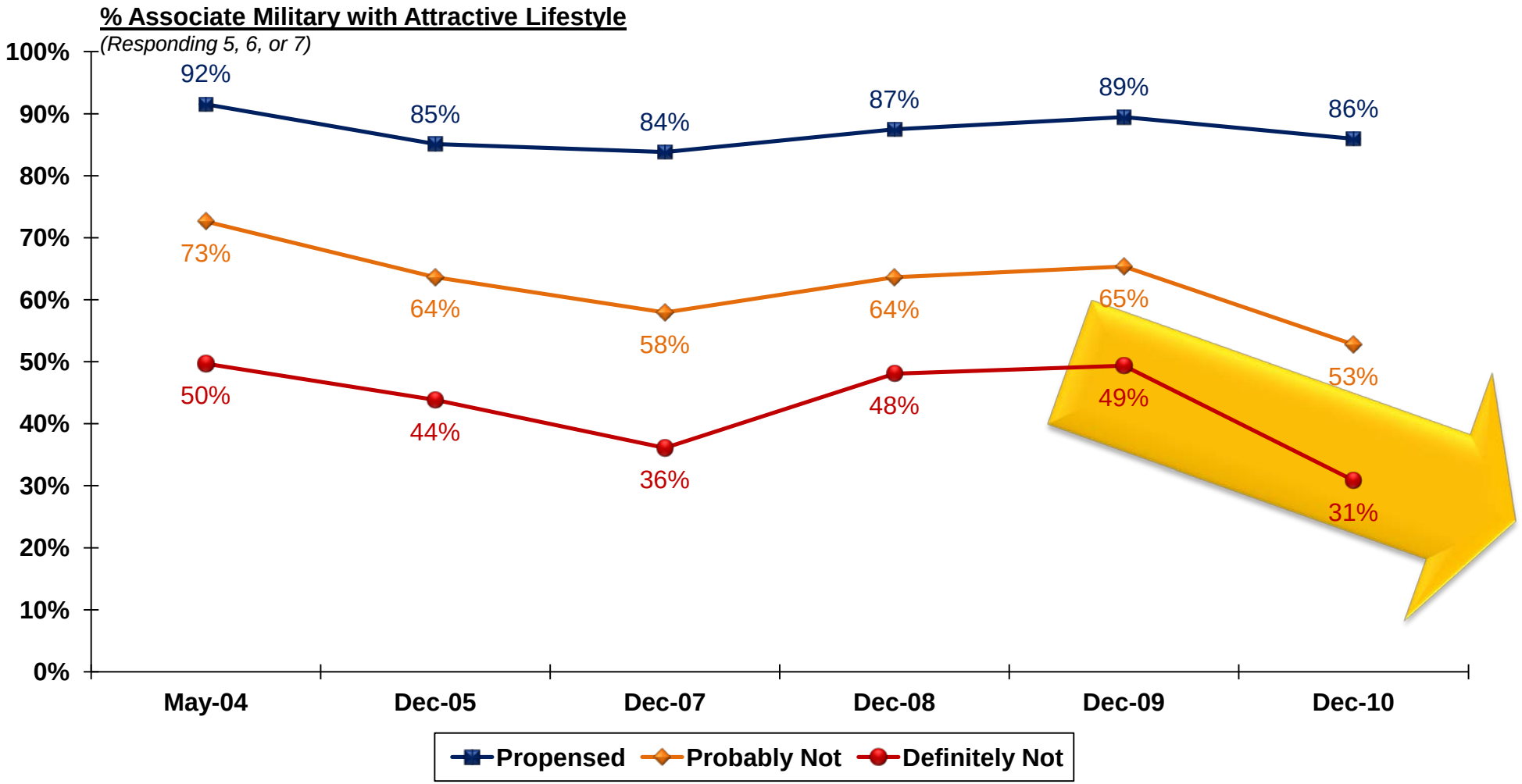
* Youth Poll 20 marks the first Youth Poll with a sufficiently large sample size to report estimates for Asian youth.

YATS- Q503: Now, I'd like to ask you how likely it is that you will be serving in the Military in the next few years?
Youth Polls- FPP9: How likely is it that you will be serving in the Military in the next few years?

Stage 3: Attractive Lifestyle and the "Definitely Nots"

- The non-propensed market has **become significantly less likely** to associate the Military with an **attractive lifestyle**.



Note: Youth ages 16–21

Source: Department of Defense Youth Polls

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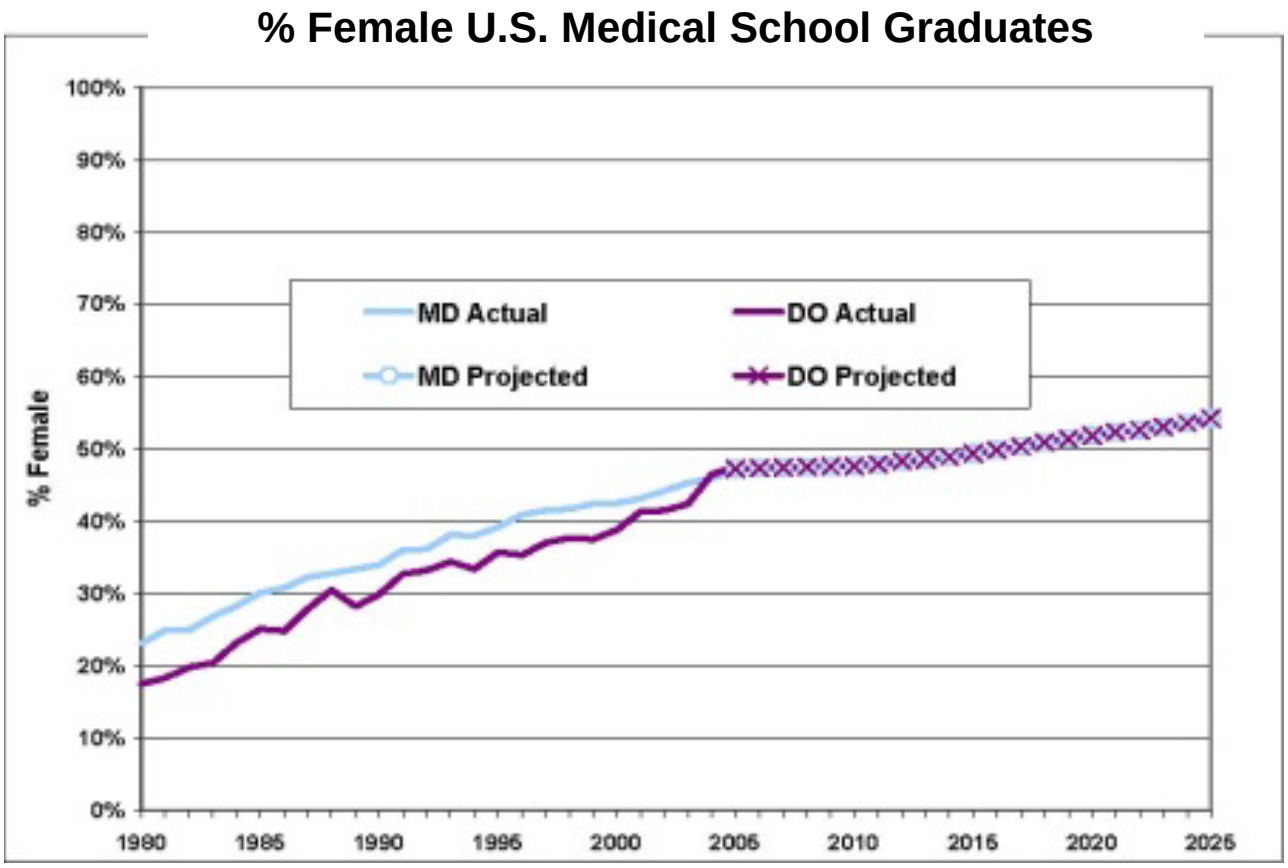
Question BEHT: How likely is it that joining the U.S. Military would allow you to… Have a lifestyle that is attractive to you? (1-Extremely Unlikely; 7-Extremely Likely)

Female Physician Population Projection

- Female physicians are expected to pass the 50% mark of medical school graduates around 2015 and to continue to grow, eventually surpassing male physicians as the majority.
- This changing demographics of the physician market from the projected growth will likely have implications for physician recruitment for the Military; however, the primary barriers to joining—quality of life and disruption to lifestyle—will still remain.



Source: Association of American Medical Colleges

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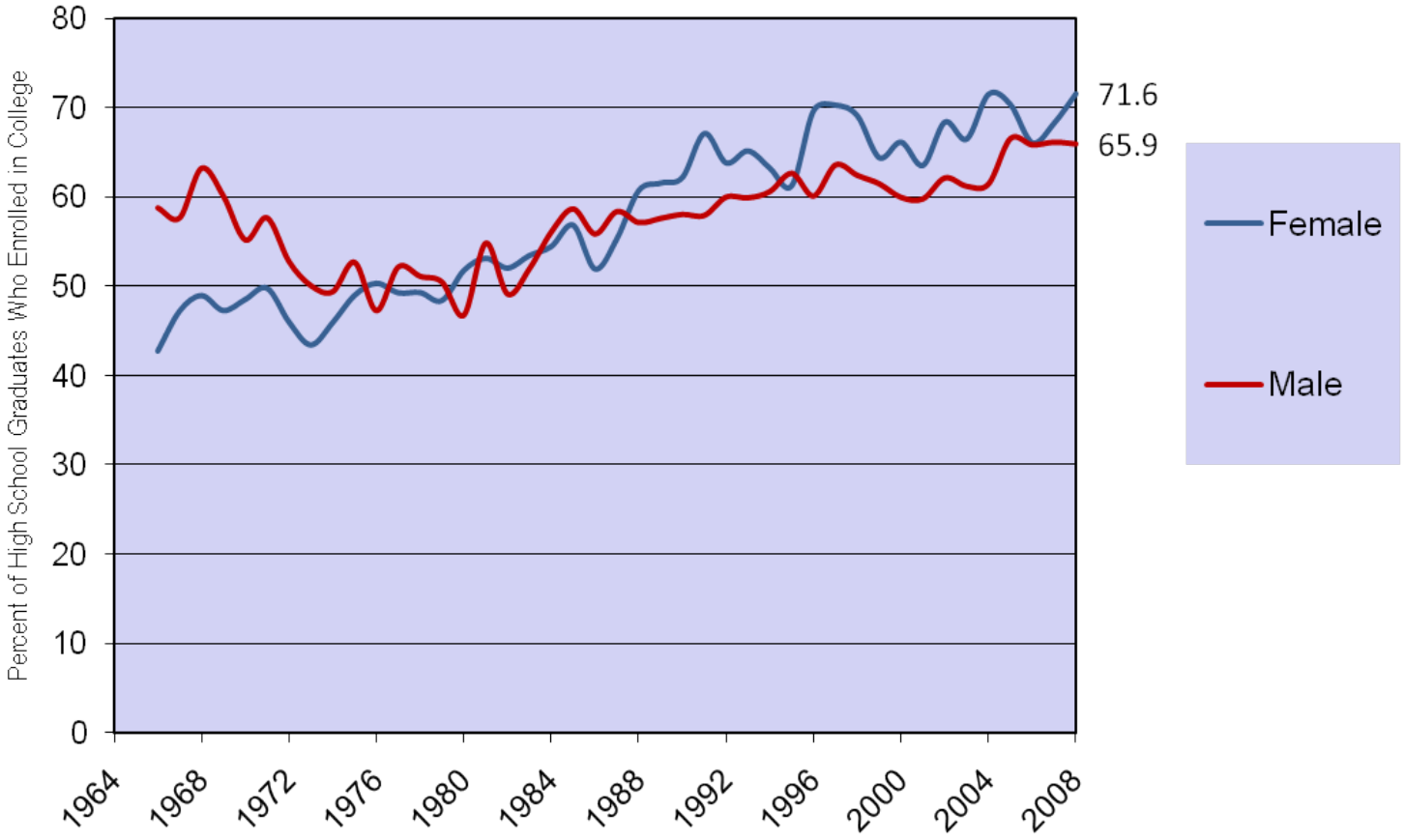
Dill, M.J., Salsberg, E.S. (Association of American Medical Colleges), 2008. [Figure 19] US Medical School Graduates Percent Female from *The Complexities of Physician Supply and Demand: Projections Through 2025*.

College Enrollment Rates by Sex

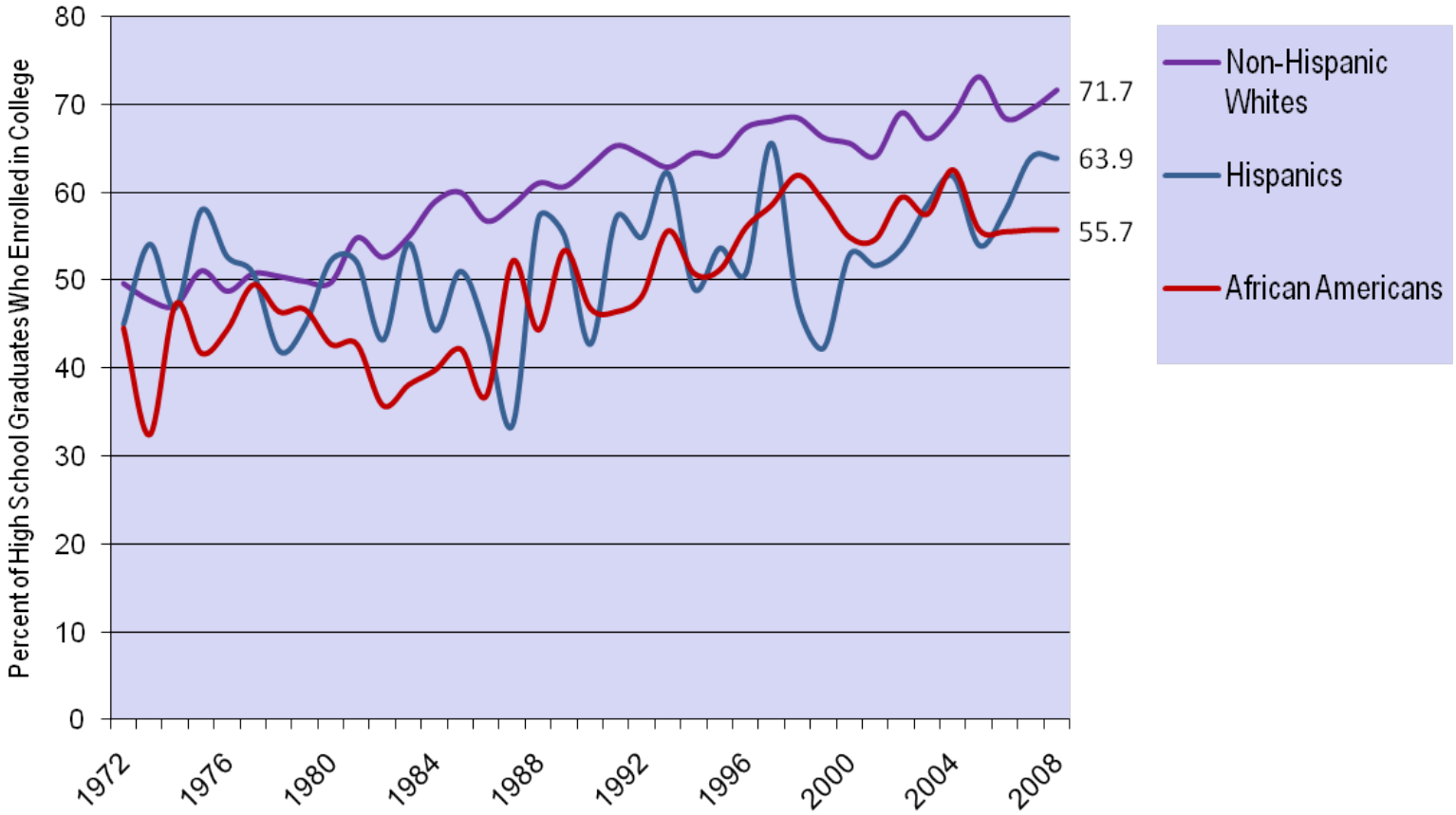
College Enrollment Rates Have Increased for Females Faster Than for Males



Source: SDO Analysis of data derived from National Center for Education Statistics, 2010. Digest of Education Statistics 2009. *College Enrollment Rates of 16-24 Year Old High School Completers by Gender, 1966-2008.*

College Enrollment Rates by Race/Ethnicity

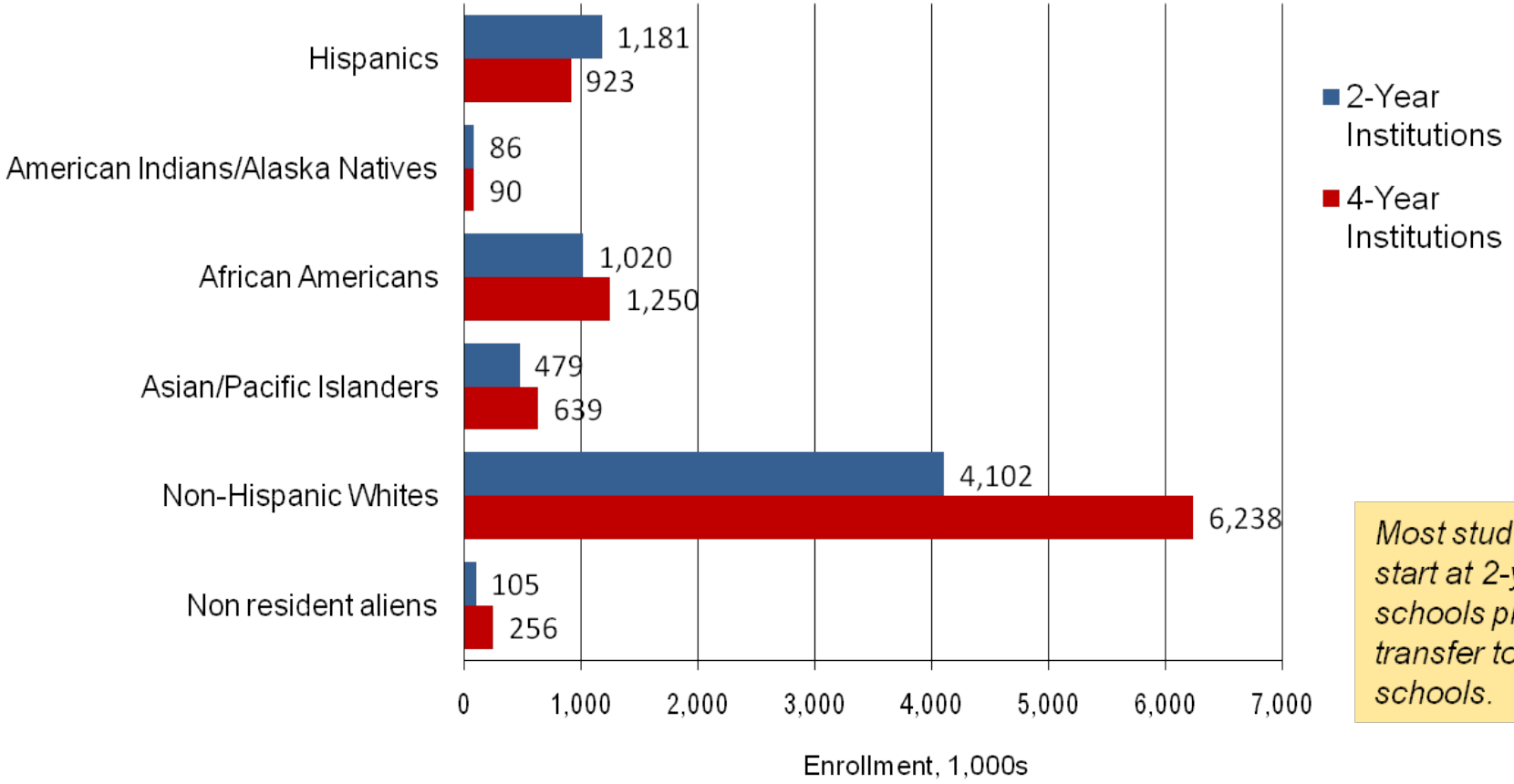
College Enrollment Has Increased for the Largest Three Racial/Ethnic Categories



Source: SDO Analysis of data from data derived from National Center for Education Statistics, 2010. *Digest of Education Statistics 2009*. College Enrollment Rates of 16-24 Year Old High School Completers by Race/Ethnicity, 1972-2008.

Enrollment in Degree-Granting Institutions by Race/Ethnicity

Initial Enrollment in Community Colleges Is Common: Hispanics More Likely to Start College at Two-Year Schools



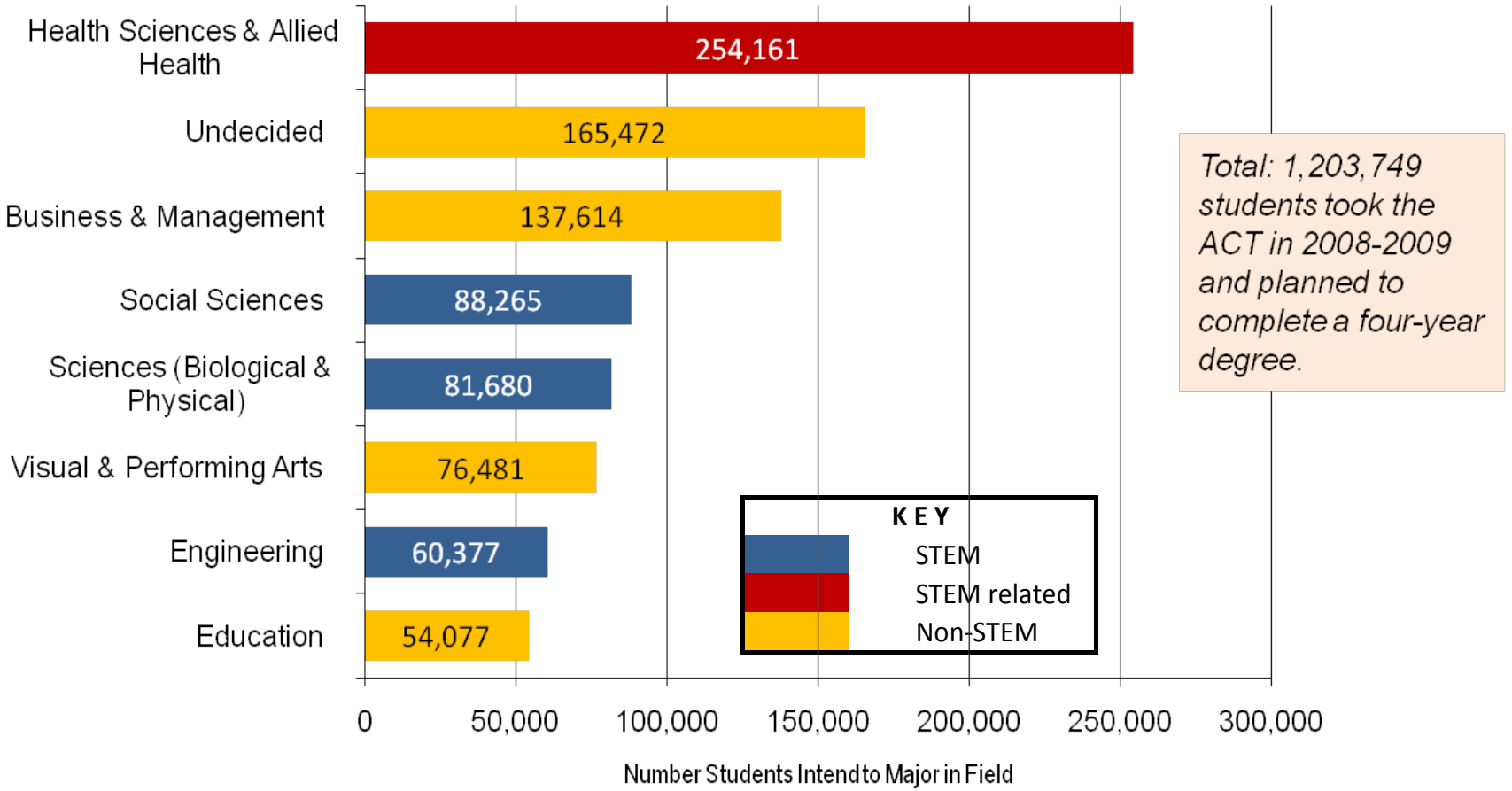
Most students who start at 2-year schools plan to transfer to 4-year schools.

Source: SDO Analysis of data derived from National Center for Education Statistics, 2010. Digest of Education Statistics 2009. *Fall Enrollment in Degree-Granting Institutions by Race/Ethnicity and Citizenship and Institution Degree Level, 2008 (Numbers in 1,000s)*

JAMRS

Intended Majors

Health Fields were Most Popular Intended Majors Among the 1.2 Million High School Students Who Took the ACT in 2008-2009



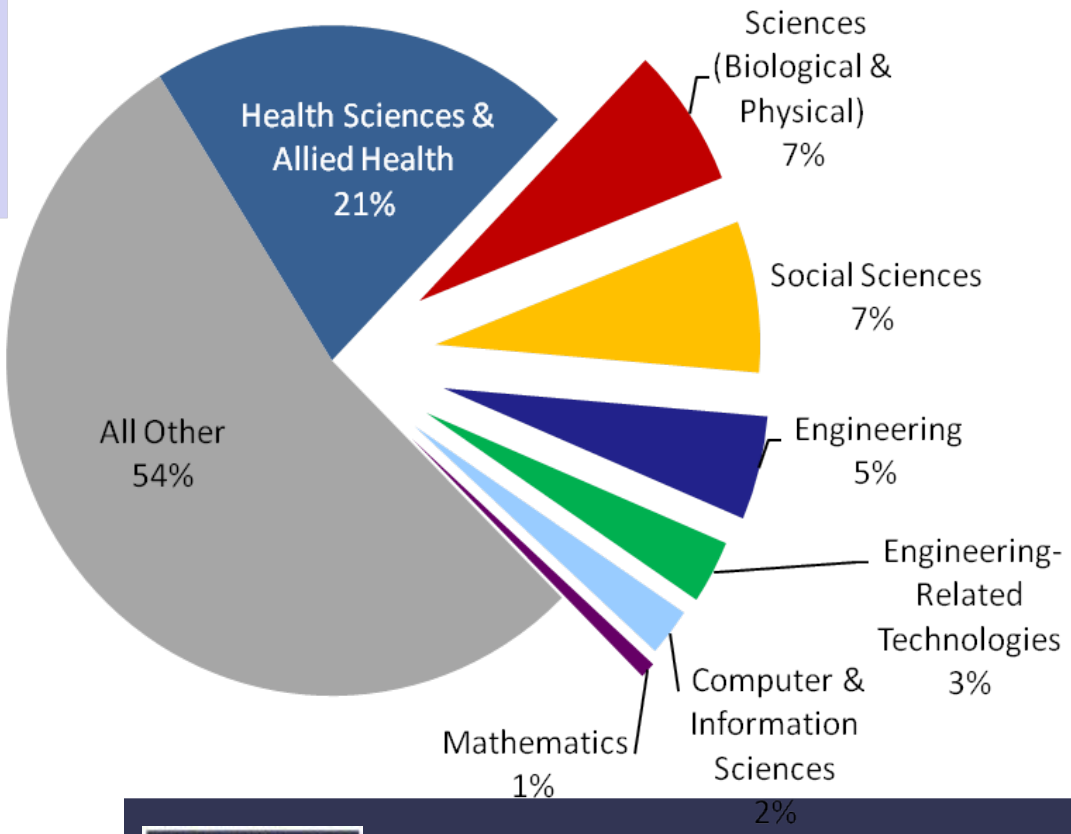
Total: 1,203,749 students took the ACT in 2008-2009 and planned to complete a four-year degree.

Source: SDO Analysis of data in *ACT Profile Report, 2009*. Top Intended Majors Among Students Who Took the ACT and Planned to Complete a 4-Year Degree (Majors Indicated by at Least 50,000 Students).

Intended Majors

One-in-Four College-Bound Students Intends to Major in STEM

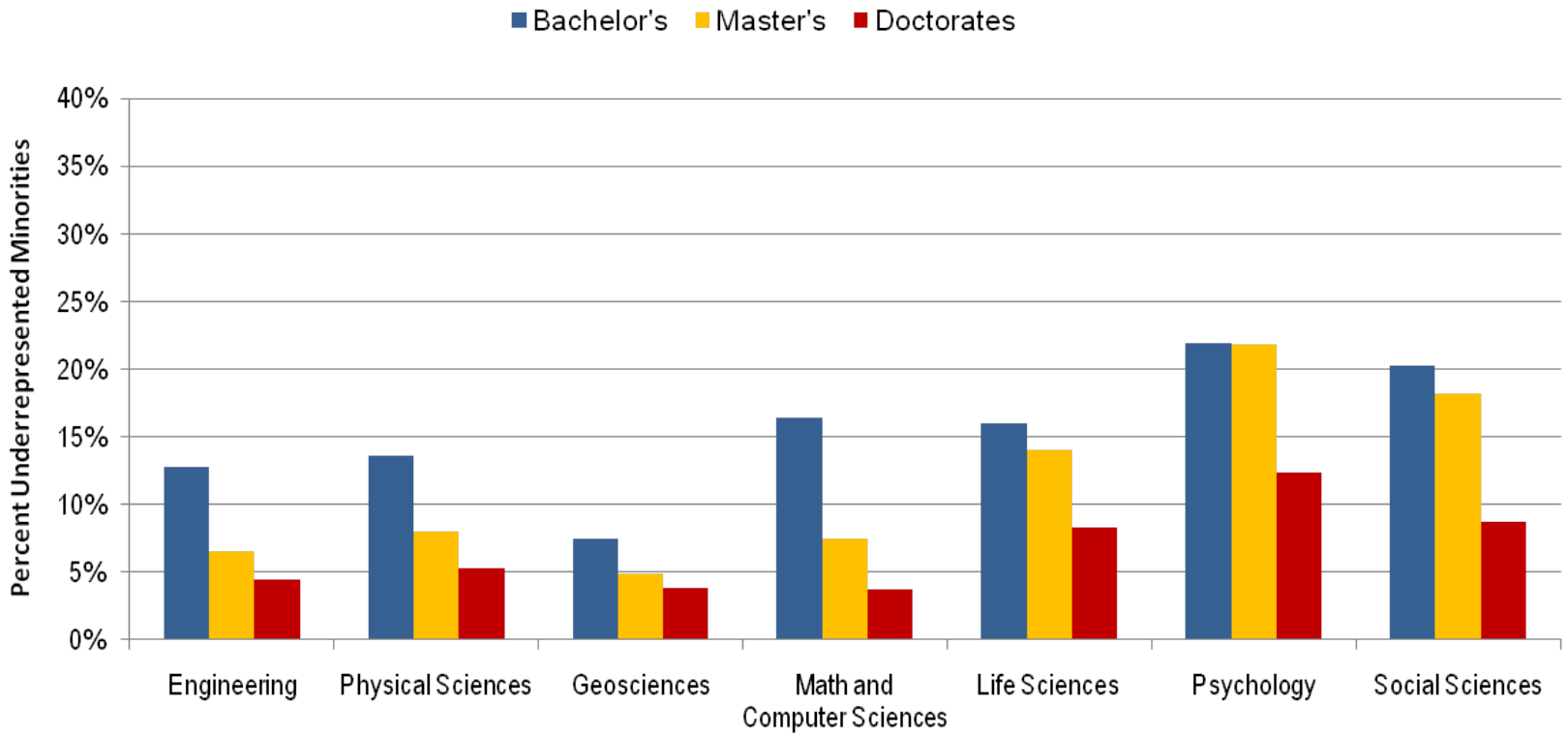
Total: 1,203,749 students took the ACT in 2008-2009 and planned to complete a four-year degree.



Source: SDO Analysis of data in *ACT Profile Report, 2009*. Intended STEM Majors Among Students Who Plan to Go to a 4-Year College.

Underrepresented Minorities as a Percent of All STEM Degrees

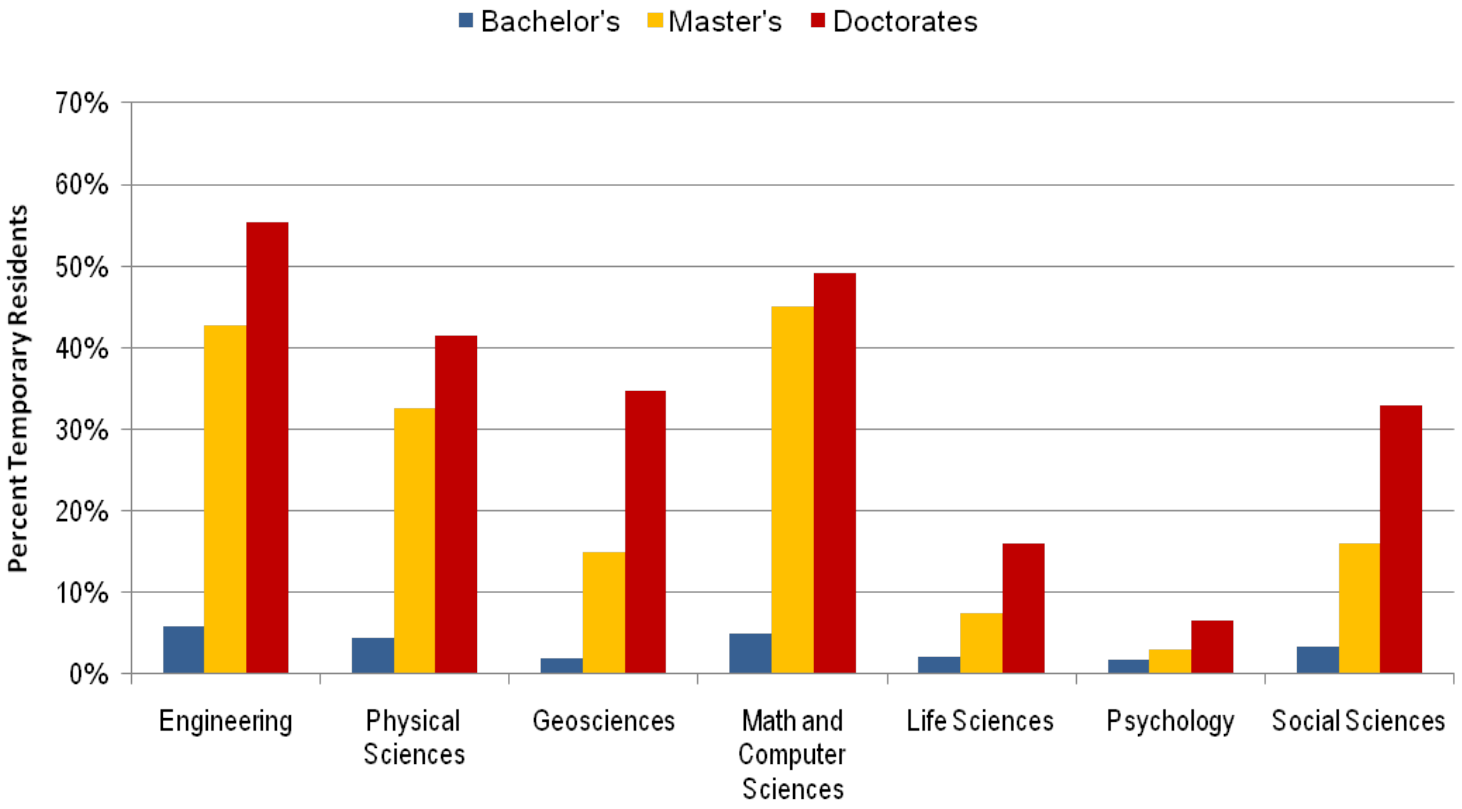
Underrepresented Minorities Represent 34% of 18-24 Year Olds but Account for a Small Percentage of U.S. Citizen and Permanent Resident STEM Degree Recipients



Source: SDO analysis of data from Integrated Postsecondary Education Data System accessed via National Science Foundation's WebCASPAR system, December 2010 and March 2011. *Underrepresented Minorities as a Percent of STEM Degrees, Awarded to U.S. Citizens and Permanent Residents by Degree Level and Broad Field, 2009.* Underrepresented minorities includes U.S. citizens and permanent residents who are African American, American Indian/Alaska Native or Hispanic. Members of these groups account for 34% of U.S. 18-24 year olds.

Temporary Residents as a Percentage of All STEM Degrees

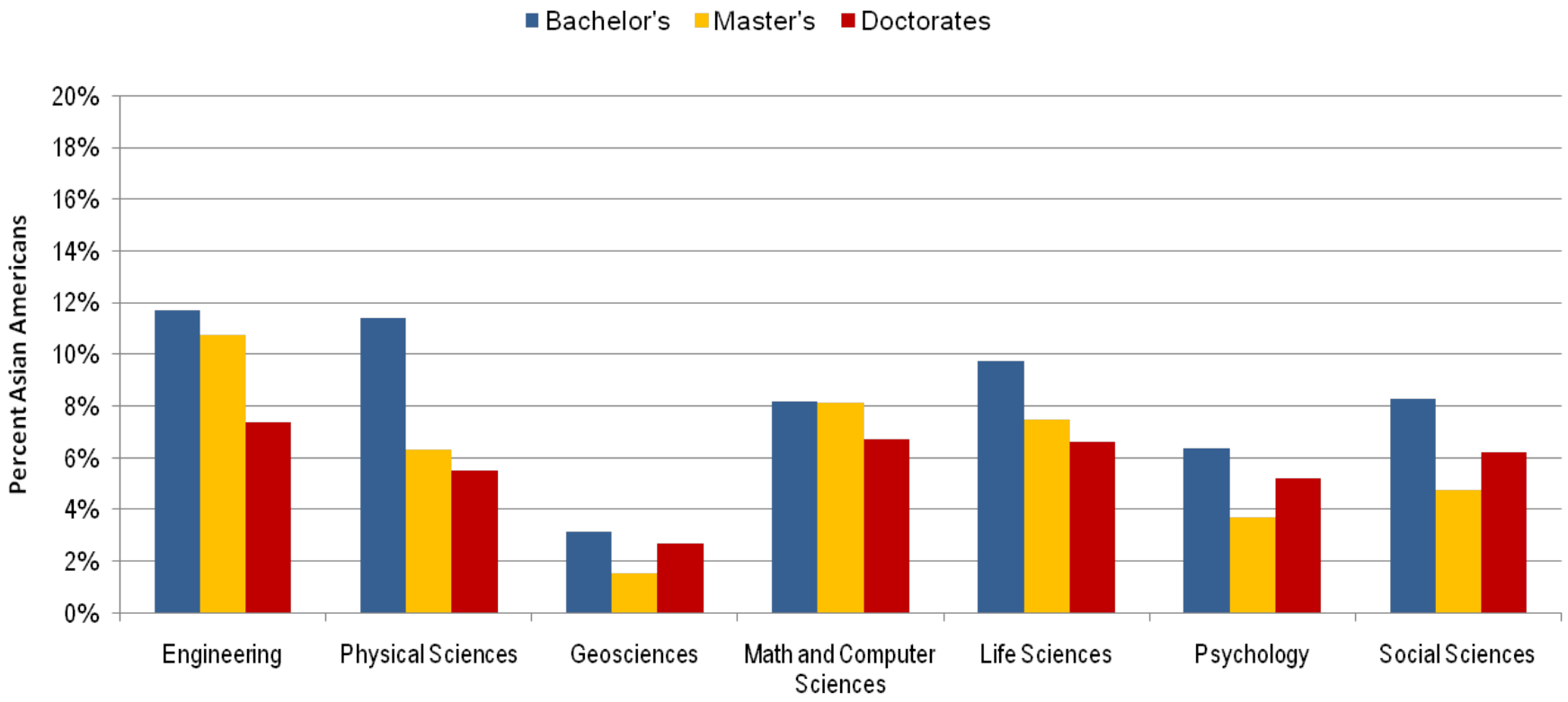
Temporary Residents Are a Majority of Engineering and Computer Science Doctorate Degree Recipients



Source: SDO analysis of data from Integrated Postsecondary Education Data System accessed via National Science Foundation's WebCASPAR system, December 2010. *Temporary Residents as a Percent of All STEM degrees, by Degree Level and Broad Field, 2009.*

Asian Americans Among All STEM Degree Recipients, 2009

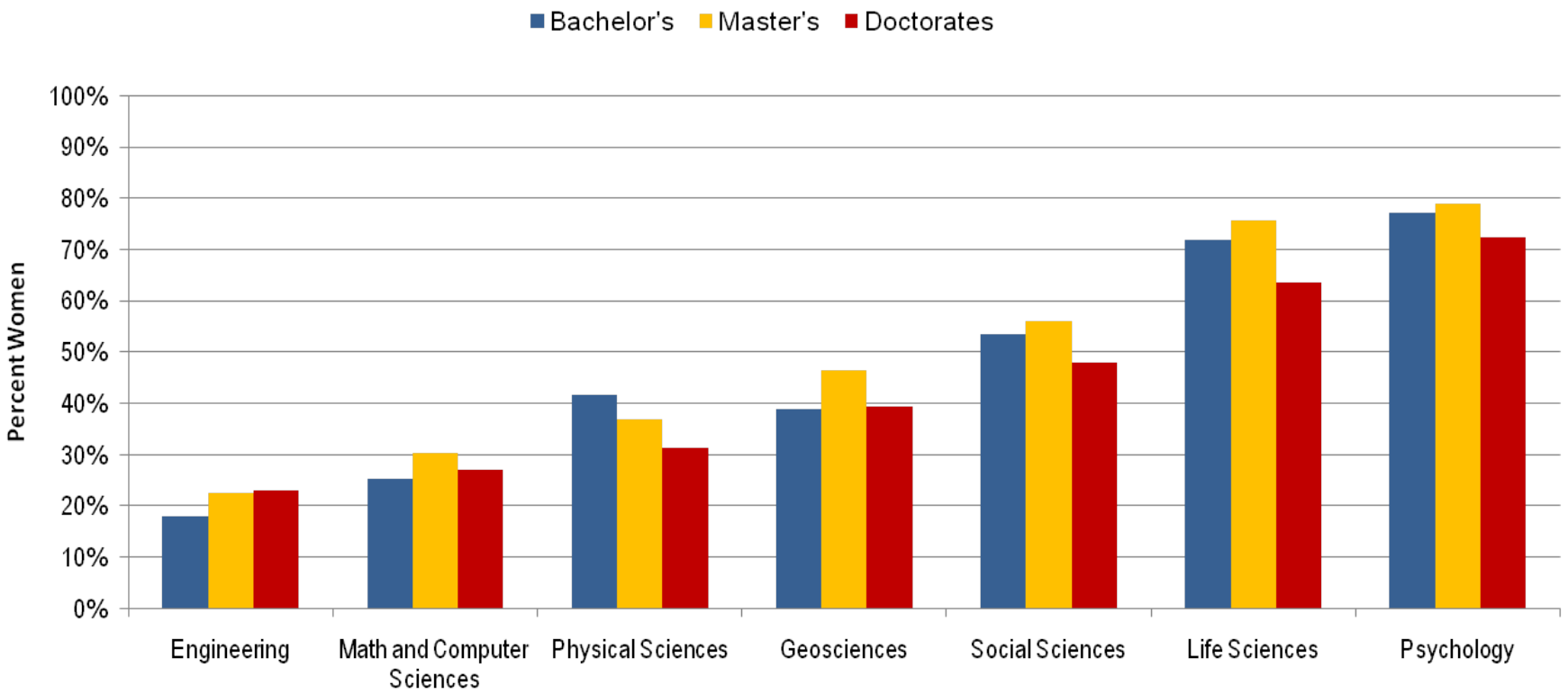
Asian Americans – 4% of 18-24 year olds - Are Overrepresented Among STEM Degree Recipients Except in Geosciences



Source: SDO analysis of data from Integrated Postsecondary Education Data System accessed via National Science Foundation's WebCASPAR system, December 2010 and March 2011. *Asian and Pacific Islander Americans as a Percent of STEM Degrees Awarded to U.S. Citizens and Permanent Residents, by Degree Level and Broad Field, 2009.* Includes U.S. citizens and permanent residents who are Asian or Pacific Islander ancestry using U.S. Census Bureau definition. Members of this group account for 4% of the U.S. 18-24 year old population.

Women Among All STEM Degree Recipients, 2009

U.S. Citizen and Permanent Resident Women's Representation Varies Greatly by Field - Persistent Underrepresentation in Engineering and Mathematics and Computer Sciences



Source: SDO analysis of data from Integrated Postsecondary Education Data System accessed via National Science Foundation's WebCASPAR system, December 2010 and March 2011. *Women as a Percent of STEM Degrees Awarded to U.S. Citizens and Permanent Residents, by Degree Level and Broad Field, 2009*. Includes women of all racial/ethnic categories.