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A Snapshot of the Department of the Air Force Total Force Recruiting Integration

Survey Results and Implications



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About This Report

Although there is only one Department of the Air Force (DAF), there are six primary avenues to join, which are the Air Force Recruiting Service, Air National Guard, Air Force Reserve, U.S. Air Force Academy, Air Force Reserve Officer Training Corps, and Air Force Civilian Service. In fiscal year (FY) 2015, the DAF began its transition to a single, Total Force Recruiting model and has asked for the RAND Project AIR FORCE's (PAF) assistance in various capacities.

In FY 2020, the DAF asked RAND PAF to focus on two lines of effort: (1) evaluating the current state of recruiting and (2) developing data-enabled recruiting models. To evaluate the current state of recruiting, RAND PAF administered an online survey to the DAF Total Force Recruiting enterprise to assess (a) recruiters' current awareness and understanding of the Total Force concept, (b) the extent and nature of lead sharing between recruiters, and (c) recruiters' perceptions of current technology platforms. The current report discusses the results from the first line of effort.

For the second line of effort, the DAF asked RAND PAF to develop three data-enabled recruiting models: (a) lead identification and tracking (using big data); (b) allocation of recruiting resources (e.g., recruiters, enlistment bonuses, advertising); and (c) equitable goaling targets for the group, wing, and flight levels. The data-enabled recruiting models efforts are documented in separate reports.¹

The work reported here is relevant to policy and research audience with interests in recruiting and was sponsored by the Deputy Assistant Secretary of the Air Force for Force Management Integration and conducted within the Manpower, Personnel, and Training Program of RAND PAF as part of a FY 2020 project entitled "Air Force Total Force Recruiting Integration."

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¹ See, e.g., David Schulker, Nelson Lim, David Knapp, and Bruce R. Orvis, *Improving Strategic Resource Management in the Air Force Recruiting Enterprise: Challenges and Next Steps for Policymakers*, Santa Monica, Calif.: RAND Corporation, PE-A304-1, 2020; Tiffany Berglund, David Schulker, Tracy C. Krueger, and Nelson Lim, *Improving the Goal-Setting Process for U.S. Department of the Air Force Recruiters*, Santa Monica, Calif.: RAND Corporation, PE-A548-1, 2021.

employment, combat readiness, and support of current and future air, space, and cyber forces. Research is conducted in four programs: Strategy and Doctrine; Force Modernization and Employment; Resource Management; and Workforce, Development, and Health. The research reported here was prepared under contract FA7014-16-D-1000.

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Summary

Purpose

Recognizing the need to enhance the effectiveness of its recruiting efforts across the force, the Department of the Air Force (DAF) is determined to integrate its recruiting activities, which are currently distributed across six accession sources, into a more unified approach. Total Force Recruiting (TFR) aims to unite the previously siloed entities, standardize processes, and optimize technologies. The DAF asked the RAND Project AIR FORCE (PAF) to provide strategic assistance and to gather information that could be used to guide and monitor progress toward achieving the TFR concept.

Approach

RAND PAF analyzed data from existing documents, Total Force Recruiting Council (TFRC) meetings, in-person focus groups, and organizational change literature to develop a conceptual model of what must change in the transformation to TFR as well as how to accomplish it. Using insights drawn from these sources, PAF designed and administered an online survey to all recruiters in the DAF enterprise from November 2019 through January 2020. The purpose of this survey, Total Force Recruiting Panel: Technology and Integration Survey, was to establish a current baseline to provide a snapshot of data about the state of TFR and results that TFRC leaders can use to inform TFR initiatives.

Findings and Recommendations

Table S.1 provides a summary of findings and recommendations.

Table S.1
Summary of Survey Findings and Recommendations

Area	Findings	Recommendations
TFR knowledge and perspectives (Chapter Three)	- Over 90 percent report knowing what TFR means, but explanations are mixed - A sizable minority of Regular Air Force and Air National Guard respondents doubt TFR benefits and cite competition as a barrier	- Further define and disseminate a concrete, detailed definition of the end state for TFR - Enhance engagement with recruiters by addressing recruiters' concerns about TFR
Lead sharing (recruiter networks) (Chapter Four)	- Lead sharing is occurring among all recruiting entities - Formally documented leads underrepresent lead sharing in the Air Force - Acquaintanceship and proximity increase the probability of lead sharing - Applicant fit is the primary reason for sharing, and incentives can encourage more sharing	- Fully and individually explore the nature of a lead-sharing relationship with each entity to establish realistic norms based on entity differences - Manage recruiter expectations about the desired flow of leads shared between the different entities - Build and sustain relationships among recruiters from different entities - Use lead-sharing incentives and evaluate their effectiveness - Monitor, and provide support for, informal lead sharing - Assess differences in lead sharing among recruiters
Technology perceptions (Chapter Five)	Primary recruiter technologies have time delays and are not interoperable, but some entities' technologies are perceived as useful	- Plan for how technology (e.g., a single Customer Relations Management tool or other options) will support larger TFR objectives - Determine how the organization, policy, and training for technology should be aligned to TFR

NOTE: The Total Force Recruiting Panel: Technology and Integration Survey was administered online and completed by 1,105 respondents across all six DAF recruiting entities (42-percent response rate).

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This project would not have been possible without the support of many individuals across the DAF Total Force recruiting enterprise. Over the course of the past two years, this project has been informed by several supportive sponsors, including Mark Englebaum, Brig Gen Ellen Moore, Patricia Mulcahy, and Jeffrey Mayo. During this time, we have been especially grateful for the steadfast support of Craig Ploessl, our project action officer, for his responsiveness and dedication to coordinating data collections, providing unfiltered feedback, and mitigating emerging barriers.

We are also highly appreciative of the Air Force Recruiting Service, which provided invaluable support and important information. Specifically, Maj Gen Jeanie Leavitt (then commander), Michael Romero (Director of Staff at Air Force Recruiting Service), and Col Thomas Butler (then chief of Air Force integration).

Several members of the TFRC were also critical in ensuring that the development of our survey appropriately represented their recruiting entities' perspectives. Specifically, we want to highlight Col Kathy Linton (Air National Guard), Maj Sharon Branick (Air Force Reserve Officer Training Corps), Michael Brosnan (Air Force Civilian Service), Col Timothy Martz (Air Force Reserve), and Larry Jones (U.S. Air Force Academy). We are also grateful to the many recruiters who took the time to participate in our focus groups and survey. Finally, we would like to thank our reviewers, Dwayne Butler and Lou Mariano, for their helpful comments and suggestions.

Abbreviations

AD	active duty
ADAF	active duty Air Force
AF	Air Force
AFCS	Air Force Civilian Service
AFR	Air Force Reserve
AFRISS-TF	Air Force Recruiting Information Support System—Total Force
AFROTC	Air Force Reserve Officer Training Corps
AFRS	Air Force Recruiting Service
ANG	Air National Guard
CRM	Customer Relations Management
CSAF	Chief of Staff of the U.S. Air Force
DAF	Department of the Air Force
DoD	Department of Defense
EA	enlisted accession
FY	fiscal year
MEPS	Military Entrance Processing Station
MLCA	Mobile Lead Capture Application
RegAF	Regular Air Force
ROA	Recruitment Opportunity Activity
SNA	social network analysis
T&I	Technology and Integration
TAM	Technology Acceptance Model

TF	Total Force
TFI	Total Force Integration
TFR	Total Force Recruiting
TFRC	Total Force Recruiting Council
USAFA	U.S. Air Force Academy

Introduction to Total Force Recruiting

The longevity and strength of any organization is heavily dependent on its ability to attract new members, and, therefore, optimizing recruiting is essential. The U.S. Department of Defense (DoD) is among the largest organizations in the United States.¹ As of June 2020, the DoD employs nearly 2.9 million people in military and civilian roles; the U.S. Department of the Air Force (DAF) makes up approximately 675,000 of that count.² Each year, the military services outline targeted goals for the number of individuals needed to sustain the health of the force.³ In fiscal year (FY) 2019, about 50,000 individuals (officer and enlisted) joined the Regular Air Force, Air National Guard, and Air Force Reserve (see Table 1.1).

Moreover, the DAF recruits for an incredibly diverse set of positions, people, and places. Together, the scale and scope on which recruiting must regularly occur for the DAF contribute heavily to its complexity. For decades, recruiting has been distributed across six accession sources, which together are responsible for recruiting all uniformed members (officer and enlisted), cadets, and civilian workers in the DAF.⁴ These six sources are

1. U.S. Air Force Recruiting Service (Regular Air Force [AF])
2. U.S. Air Force Reserve (AFR)
3. Air National Guard (ANG)
4. U.S. Air Force Academy (USAF)
5. U.S. Air Force Reserve Officer Training Corps (AFROTC)
6. U.S. Air Force Civilian Service (AFCS).

Table 1.1 conveys the diversity of these six recruiting entities⁵ by providing an overview of several defining characteristics.

¹ Largest in terms of individuals employed.

² This includes military and civilian personnel. Defense Manpower Data Center, “DoD Personnel, Workforce Reports and Publications,” press release, undated. For comparison, some of the largest civilian employers in the United States are Walmart (employs around 2.2 million people), Amazon (employs nearly 800,000), and Kroger (employs about 450,000).

³ The concept of “goals” is limited to the Regular Air Force, Air National Guard, and Air Force Reserve.

⁴ This project was initiated in September 2019, which was before the establishment of the U.S. Space Force (December 2019); however, the Air Force Recruiting Service is responsible for recruiting future Guardians, and therefore we use the term “DAF” (instead of U.S. Air Force).

⁵ We use the terms “recruiting entity” and “accession source” interchangeably throughout this report.

Table 1.1
Types of Positions Fulfilled by Each Air Force Recruiting Entity

	Time Commitment		Type of Service		Military Role		Size of Force (FY 2019)	
	Full-Time	Part-Time	Uniformed	Civilian	Enlisted	Officer	Recruiters	Goals
Regular AF	•	—	•	—	•	•	1,484	32,050
ANG	•	•	•	—	•	•	627	10,378
AFR	•	•	•	—	•	•	463	8,650
USAFA	•	—	•	—	—	•	22	≈1,200
AFROTC	—	•	•	—	—	•	40	N/A
AFCS	•	•	—	•	—	—	22	N/A

NOTE: • signifies a yes and — signifies a no.

Indeed, the DAF is a large organization with a variety of opportunities to suit a wide range of needs and desires, but this degree of variety is arguably not well communicated to the U.S. public. For example, before 2019, each recruiting entity had a separate website, maintained by its respective marketing firm, that did not link to other entities' websites.⁶ Moreover, recruiting entities also had their own brands, including logos, which were not tied to one another in obvious ways.⁷ The lack of connection and continuity among the sites has not made it easy for DAF prospects to understand the many different avenues for joining the service.⁸

In 2017, the Chief of Staff of the Air Force (CSAF) directed the initiation of Total Force Recruiting (TFR). The basic concept underpinning TFR is for the six DAF recruiting entities to adopt a more unified approach to recruiting. This concept represents a fundamental shift from being a recruiter for a specific recruiting entity to being a recruiter for the DAF. In the past three years, the DAF has engaged in several initiatives to achieve this directive, which we describe later in this chapter. Examples include integrating the recruiting schoolhouse among Regular AF, ANG, and AFR recruiters as well as updating www.airforce.com to more prominently show (and provide web links to) all recruiting entities. However, in the absence of a systematic evaluation, it is difficult to know the nuances of this progress. Therefore, to support the continued development and sustainment of TFR, we designed and deployed a measurement tool, the Total Force Recruiting Panel: Technology and Integration Survey (which will be referred to as the T&I Recruiter Survey). The goal of this chapter is to describe why the DAF decided to centralize its recruiting efforts, which departs from decades of entrenched practices.

⁶ Sandra K. Evans, Jennifer Li, and Larry Hanser, unpublished RAND Corporation research, 2019.

⁷ Evans, Li, and Hanser, 2019.

⁸ In spring 2019, the Air Force homepage was updated with more prominent links to information pages for the Regular AF, ANG, AFR, and AFCS. However, some accession source representatives were concerned about the updated content (i.e., the classification as part-time, which is not entirely accurate). This will be discussed further in this chapter (see Table 1.2).

Specifically, we provide an overview of the recruiting environment and then describe the intent of TFR by briefly summarizing past, current, and future initiatives.

The Recruiting Environment Is Challenging

Three key external factors affecting the DAF's recruiting environment are the economic conditions, population trends, and mandates from Congress.⁹ Before the outbreak of COVID-19 (SARS-CoV-2), the United States had experienced a ten-year economic expansion with a national unemployment rate at a historic low of 3.5 percent.¹⁰ While economic growth and low unemployment are positive for many reasons, these factors traditionally make military recruiting more challenging.¹¹ That is, the pool of available talent that might choose to join the military is typically smaller when there is a greater availability of jobs.¹²

The composition of the youth population has shifted in recent years.¹³ More youths aged 17 to 21—the primary population segment from which enlisted personnel is recruited—have characteristics that would disqualify them from service. Today, just 29 percent of youths aged 17 to 24 are considered qualified.¹⁴ The most common disqualifying characteristics are physical and medical.¹⁵ This is because today's youths are more likely than ever before to require medical waivers, be overweight, and have prior drug use.¹⁶

Moreover, there are greater numbers of youths who have limited or no familiarity with the military services. This is a consequence of several factors, such as fewer active military engagements and the reduction in the force over the last few decades.¹⁷ Given the end of the

⁹ Many of these factors are associated with the military recruiting environment in general, not just the DAF.

¹⁰ U.S. Bureau of Labor Statistics, "Employment Situation Summary—February 2020," press release, August 7, 2020.

¹¹ For example, see John T. Warner, "Chapter 2: The Effect of the Civilian Economy on Recruiting and Retention," *Eleventh Quadrennial Review of Military Compensation*, June 2012.

¹² Notably, the survey for this project was fielded before the spread of COVID-19 in the United States. Subsequently, COVID-19 affected U.S. unemployment rates, which, based on historical patterns, could make military service a more attractive career option. At the same time, the effect of COVID-19 on the recruiting environment poses an evolving set of challenges. For example, recruiters often visit schools, attend large gatherings, and meet prospective recruits in person. These types of activities were significantly curtailed during much of 2020 because of COVID-19.

¹³ This is critical because the military is a closed personnel system, meaning that position vacancies must be filled from within the organization (i.e., most individuals join the military in entry-level positions and then are promoted over time; notable exceptions are health professionals and civilians).

¹⁴ Kim Strong, "71% of Young People Are Ineligible for the Military—and Most Careers, Too," *York Daily Record for USA Today*, May 2019; Office of the Under Secretary of Defense for Personnel and Readiness, Military Personnel Policy, "2013 Qualified Military Available (QMA) Results Summary," undated.

¹⁵ To be qualified military eligible, an individual must have a high school diploma, receive a passing score on the Armed Services Vocational Aptitude Battery, meet physical requirements, be in good medical standing or receive a waiver, have no felonies or convictions, refrain from using drugs, only have dependents that they are financially qualified to support, and have no tattoos or other body art in certain visible locations.

¹⁶ Joint Advertising Market Research Studies, "The Target Population for Military Recruitment: Youth Eligible to Enlist Without a Waiver," press release, September 2016.

¹⁷ Joint Advertising Market Research Studies, September 2016.

large-scale military engagements of the twentieth century, such as World War II, and the shift to the all-volunteer force, the veteran population today is much smaller than in previous decades. According to estimates, in 1970, 13.8 percent of the population were veterans.¹⁸ By 2017, the share of the U.S. population who were veterans had declined to 7.6 percent.¹⁹ That means fewer youths have the awareness of military careers that often comes from direct interaction with military members or veterans. Further, because many enlisted recruits have historically come from military families, recruiters are facing a shrinking pool of prospective new members. In the Joint Advertising Market Research Studies²⁰ 2019 Future Spring survey, roughly 17 percent of men and 8 percent of women aged 16–21 said they were “definitely” or “probably” likely to serve in 2019.²¹ Those numbers are down compared with the results from 20 years ago, according to the Youth Attitude Tracking Study survey (1999), which found that roughly 29 percent of men and 18 percent of women were “definitely” or “probably” likely to serve.²² At the same time, after a period of decline, annual end-strength requirements for the DAF have increased since 2016.²³

Transforming to a Model of Total Force Recruiting

As of FY 2019, the DAF was meeting or exceeding its goals. For example, in FY 2019, AFRS produced a total of 34,660 contracts, which was 500 more than the specified goal.²⁴ A reasonable question is, why change what seems to be working? One answer is that Total Force Integration (TFI) aims “to generate efficiency and cost savings by sharing resources, reducing duplication of efforts and, in some cases, reducing the number of people needed to accomplish a task.”²⁵ Another answer, based on conversations with recruiting leadership and respondents’ survey comments, is that it improves alignment between individual talent and organizational

¹⁸ Rachel Wellford, “By the Numbers: Veterans in Congress,” PBS News, November 11, 2014.

¹⁹ Jennifer Schultz, “Veterans by the Numbers,” NCSL Blog, November 10, 2017.

²⁰ Joint Advertising Market Research Studies is an official DoD program focused on researching the perceptions, beliefs, and attitudes of U.S. youths as they relate to joining the military.

²¹ Office of People Analytics, “Spring 2019 Propensity Update,” public release. We also reviewed the propensity to serve in the military by racial and ethnic groups. On average, Blacks (16 percent) and Hispanics (14 percent) indicated a higher propensity to serve than Whites (10 percent) and Asians (7 percent). Interestingly, although there is fluctuation over time, the April 2001 survey reports the exact same percentages for propensity to serve for Blacks, Hispanics, and Whites as does the spring 2019 survey (Asian scores were not reported in 2001).

²² Defense Manpower Data Center, *Youth Attitude Tracking Study: 1999 Propensity and Advertising Report*, Ft. Belvoir, Va: DMDC, 2000-019, 2000.

²³ The DAF now includes the U.S. Space Force. We note that AFRS is currently responsible for U.S. Space Force recruiting; however, this report does not specifically address the U.S. Space Force because this service was founded after the survey was launched. Office of the Under Secretary of Defense (Controller), *National Defense Budget Estimate for FY2021*, Department of Defense, March 20, 2020. End-strength numbers are established annually by Congress in the National Defense Authorization Act, in close collaboration and consultation with each of the services.

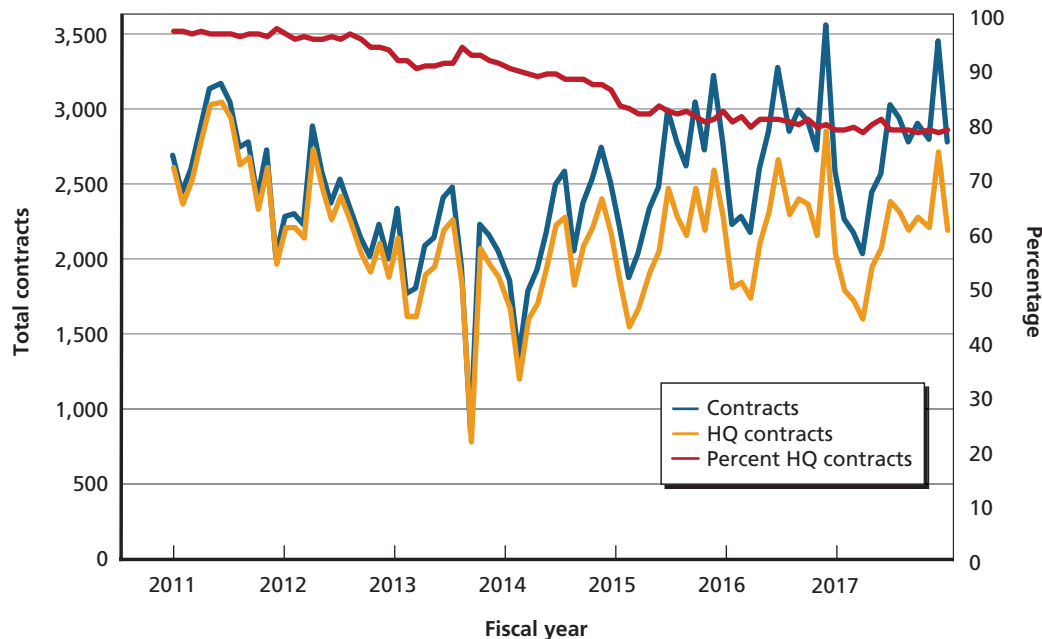
²⁴ Stephen Losey, “Air Force Beats Recruiting Goals in 2019,” *Air Force Times*, October 9, 2019.

²⁵ Air Force Reserve Command, “Glossary of Air Force Reserve Terms,” webpage, February 5, 2013. The concept of the Total Force has a long history, beginning with Theodore Marrs’s coinage of the term in 1953, when the Air Force was focused on increasing the participation of the Reserve Component in major air flying roles and missions. John T. Correll, “Origins of the Total Force,” *Air Force Magazine*, February 2011.

roles. This alignment or “fit” serves the dual purpose of enhancing airman job satisfaction and DAF performance.

Additionally, our analyses indicate that the quality of Regular AF contracts has steadily declined from 100 percent high-quality contracts in FY 2012 to 80 percent in FY 2018 (Figure 1.1). Quality is defined as high school graduates who score in the upper fiftieth percentile (I–IIIA) of the Armed Forces Qualification Test national distribution. Although conversations with the senior leadership in the recruiting enterprise indicate awareness of this shift, we highlight this changing composition because the second-order effects are currently unknown. Future analysis will need to link these characteristics to meaningful outcomes such as training success, job performance, organizational retention, counterproductive work behaviors, and diversity representation. These analyses are important because prior studies have found that high-quality recruits were more likely to succeed in training and less likely to attrite in the U.S. Army²⁶ and the DAF.

Figure 1.1
The Decline of High-Quality Contracts Since FY 2012



SOURCE: Nelson Lim, David Schulker, and Tracy C. Krueger, unpublished RAND Corporation research, 2020.

NOTES: HQ = high-quality. “HQ contracts” means high school graduates who score in the upper fiftieth percentile (I–IIIA) of the Armed Forces Qualification Test national distribution.

²⁶ John D. Winkler, Judith C. Fernandez, and J. Michael Polich, *Effect of Aptitude on the Performance of Army Communications Operators*, Santa Monica, Calif.: RAND Corporation, R-4143-A, 1992; Richard J. Buddin, *Success of First-Term Soldiers: The Effects of Recruiting Practices and Recruit Characteristics*, Santa Monica, Calif.: RAND Corporation, MG-262-A, 2005; Bruce R. Orvis, Christopher E. Maerzluf, Sung-Bou Kim, Michael G. Shanley, and Heather Krull, *Prospective Outcome Assessment for Alternative Recruit Selection Policies*, Santa Monica, Calif.: RAND Corporation, RR-2267-A, 2018.

Strategic Message

As introduced at the beginning of this chapter, TFR is designed to take a unified approach toward recruitment across the six DAF entities. According to the TFR Communication Plan (May 19, 2020), the strategic message is

The Air Force is taking a holistic approach to recruiting our nation's best for the Total Force by improving talent acquisition and operational effectiveness.

The Air Force is combining six recruiting networks (Active Duty, Air National Guard, Air Force Reserve, Air Force Civilian Service, Air Force Reserve Officer Training Corps, and U.S. Air Force Academy) to the greatest extent practical and creating unified strategies to build and maintain the world's best Air Force.

Total Force means bigger networks and better coverage as we leverage each recruiter's strengths.

Recruiting, identifying, developing, and retaining resilient leaders is essential to the success of the Total Force mission.

America's Air Force—serve full or part-time, in or out of uniform as an officer, enlisted, or civilian in one of our six recruiting networks—Active Duty, Air National Guard, Air Force Reserve, Air Force Reserve Officer Training Corps, U.S. Air Force Academy, and Air Force Civilian Service.

Past Achievements

Since its official directive from the CSAF, the DAF has dedicated considerable effort toward the shift to TFR. Table 1.2 briefly describes major milestones.

Current Initiatives

The TFRC, which is the governing body responsible for the TFR transformation, continues to pursue many initiatives simultaneously:

The goal of the TFRC is to synchronize recruiting and accession efforts across the total force to include RegAF [Regular AF], AFR, ANG, Air Force Civilian, USAFA and AFROTC entities. The focus of the TFRC is to combine, integrate, partner and/or synchronize recruiting efforts to the greatest extent feasible and advisable, while meeting Secretary of the Air Force and Chief of Staff of the Air Force intent.²⁷

The TFRC Charter further states that the “TFRC will develop and guide the implementation of the Concept of Operations for the Integrated Total Force Recruiting and Accessions Strategy and convene at least bi-annually to coordinate cooperation and consolidation efforts.”²⁸ As of May 2020, the council focused on three primary lines of effort (inspire, engage, and recruit) and several strategic enablers. Based on our attendance at TFRC meetings and a review of TFRC materials (e.g., slides), we describe these activities in Table 1.3. Note that official, public DAF documentation is limited.

²⁷ Air Force Manual 36-2032, *Military Recruiting and Accessions*, Washington, D.C.: Secretary of the Air Force, September 27, 2019.

²⁸ TFR Communication Plan, May 2020, unpublished.

Table 1.2
History of Key Total Force Recruiting Milestones

Date	Accomplishment	Description
June 2017	TFR initiation	The CSAF directed the Regular AF, ANG, and AFR to combine recruiting efforts as much as possible, when and where it makes sense.
October 2017	Total Force Recruiting Council (TFRC) activation	The TFRC was activated to synchronize lines of efforts and strategy enablers. It initially included members from • AFRS • Air Force Reserve Command Recruiting Service • Air National Guard Recruiting and Retention • Headquarters Air Force A1 • Secretary of the Air Force/Manpower Reserve Affairs.^a
June 2018	TFRC expansion	TFRC expanded to include • USAFA • AFROTC • AFCS Talent Acquisition Division.
February 2019	TFR schoolhouse graduation	The first “TFR” class graduated from the recruiting schoolhouse to include students from Regular AF, ANG, and AFR. ^b
February 2019	Integrated Total Force Recruiting Initiative Charter	Directed by the Vice Chief of Staff of the Air Force and Under Secretary of the Air Force, this charter outlined the scope and membership of TFRC, as well as key TFR stakeholders and enablers.
April 2019	Structural integration: AFRS and AFR	The AFRS integrated 14 Reservists within its organization’s divisions to include a deputy commander (Reserve O-7), a chief of integration (Reserve O-6), and a superintendent of marketing (Reserve E-9).
Spring 2019	Website update	The www.airforce.com homepage was updated with more prominent links to information pages for active duty, ANG, AFR, and AFCS. ^c
July 2019	USAFA and AFROTC TFR onboarding	“TFR onboarding” refers to the merging of the USAFA’s and AFROTC’s initial training of their recruiters. Respectively, these individuals are referred to as academic advisors and Gold Bar recruiters.
December 2019	Single waiver authority	The Accession Medical Waiver Division provides single waiver authority to ensure consistency for medical waivers.
January 2020	TFR YouTube message	The AFRS posted a video of Maj Gen Jeannie Leavitt, then commander of the AFRS, on YouTube describing TFR. As of August 2021, this 2-minute-and-30-second video had received over 8,500 views. ^d
April 2020	AFRS and ANG resources	AFRS and ANG Recruiting and Retention completed the contract modification to combine resources and integrate staff for the purpose of enhancing marketing and advertising. ^e

SOURCE: Compiled from information received by the sponsor.

^a Air Force Instruction 36-1901, *Recruiting Programs*, Washington, D.C.: Secretary of the Air Force, June 20, 2017.

^b Chance Babin, “First Air Force Total Force Recruiting School Graduation a Milestone Toward Integration,” Air Force Recruiting Service, February 27, 2019.

^c This update addressed some of the concerns raised in Sandra K. Evans, Jennifer Li, and Larry Hanser, unpublished RAND Corporation research, 2019. However, the content of this update concerned some accession source representatives. For example, those in the ANG and AFR were categorized as part-time, which is not entirely accurate given that there are full-time opportunities.

^d U.S. Air Force and Space Force Recruiting, “U.S. Air Force Recruiting Service Total Force Message: Maj Gen. Jeannie Leavitt,” video, YouTube, January 16, 2020.

^e Chance Babin, “Air Force Recruiting Service Solidifies Total Force Partnership with Air National Guard,” U.S. Air Force, July 4, 2020.

Table 1.3
Current Total Force Recruiting Council Lines of Effort and Strategy Enablers

Lines of Effort	Strategy Enablers	Description
Inspire (brand awareness)	Execute integrated call and lead refinement center	Create a single DAF call center, available seven days a week, to direct leads toward the appropriate accession source after asking prescreening questions.
	Build integrated national advertising/marketing strategy	Synchronize and communicate a national marketing strategy across the Regular AF, ANG, and AFR.
	Establish a post-audit category intelligence report	Establish an events/messaging dashboard to enable visibility internally (e.g., recruit together at events) so that recruiters can better present a more unified DAF.
Engage (lead generation)	Automate enlisted and officer accession application process	Enable applicants to submit all necessary information electronically instead of requiring applicants to complete a paper questionnaire and a recruiter to enter the responses electronically.
	Research and test Customer Relations Management (CRM) software	Connect all six accession sources through a single cloud-based system to facilitate lead sharing and refinement.
	Cultivate Total Force lead sharing	Develop a culture where all entities have the capability and propensity to share leads. For example, design and assess new incentive programs.
Recruit (sale and sales force)	Colocate and combine recruiting field offices	When and where feasible, synchronize recruiters' locations from Regular AF, ANG, and AFR to share space in a building or office.
	Shape TFR awareness across the enterprise	Provide a compelling need, present a shared vision, and engage stakeholders at all levels of the organization in creating change that is sustained.
	Establish integrated awards program	Design and implement individual- and group-level awards to encourage TFR initiatives.

NOTE: We removed "explore cross-component mission and leadership opportunities" given its limited description in our references.

Organization of This Report

In the few short years since the CSAF directed the initiation of TFR, the recruiting enterprise has achieved, and continues to pursue, immense and rapid transformation. To further advance the refinement and sustainability of TFR, this report presents the results of a measurement tool: the T&I Recruiter Survey.

Chapter Two begins by establishing the case for why the T&I Recruiter Survey was needed, how it can be used, and who participated. Specifically, the primary goal of this tool is to provide initial metrics on select TFR initiatives to enable the DAF to closely monitor and facilitate course corrections when needed. The remaining structure of this report reflects the main T&I Recruiter Survey topics. Chapter Three describes respondents' awareness and understanding of the term "Total Force Recruiting." Chapter Four addresses how lead sharing is occurring among recruiting entities, along with key factors influencing lead sharing among recruiters. In Chapter Five, we outline the primary technologies used among the recruiting entities and respondents' use and evaluations of these technologies. Chapter Six summarizes the key findings and conclusions and offers specific recommendations for the DAF to further plan, implement, and monitor the enterprise's transformation to TFR.

We also provide five appendixes to supplement the main report. Appendix A presents the T&I Recruiter Survey items and response options. Appendix B explains how data were cleaned and merged to construct the variables of interest. Appendix C describes the content analysis approach and coding frame used to assess the many open-ended T&I Recruiter Survey items. Finally, Appendix D contains more detailed results about the nature and degree of lead sharing.

A Tool to Measure the State of Total Force Recruiting and Inform Related Efforts

DAF personnel recognize the TFR shift as a large-scale organizational change. Unfortunately, such change is notoriously difficult to execute successfully.¹ As reviewed in Chapter One, the DAF is currently undertaking several initiatives to implement TFR. This chapter aims to offer structure by introducing a conceptual framework for how the DAF could approach change by outlining what needs to change (organization, culture, technology) and how it should change (through planning, implementing, and sustaining strategies). To more concretely support this conceptual framework, we then present the design of a tool, the T&I Recruiter Survey (see Appendix A), to systematically measure the current state of key TFR concepts at the recruiter level across the entire recruiting enterprise. The results of this measurement tool are intended to inform future organizational change efforts.

A Conceptual Framework Can Guide Transformation

As discussed in Chapter One, there are several TFR initiatives already underway. We present Figure 2.1 as one way to organize the key facets and processes to strategically navigate the complexities of such a transformation.² While the presentation of this framework can be compartmentalized into discrete cells (see Table 2.1), we seek to emphasize that these facets are interdependent; and this process is iterative, rather than linear.³ For example, technology is a key enabler, but culture and organization must be aligned for success. Furthermore, a by-product of the high pace of action is that the many TFR initiatives are at various stages, and it is necessary to critically monitor these initiatives to continuously inform the planning, implementation, and sustainment.

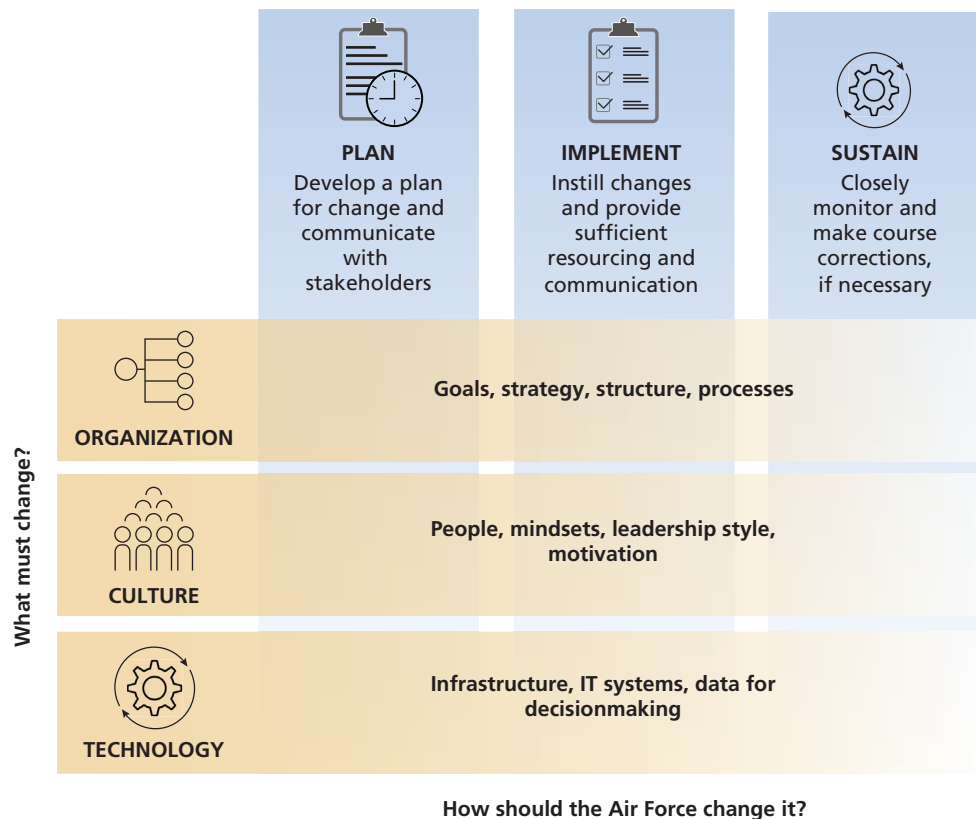
These principles can be operationalized in a variety of ways, depending on the specific context, and they must be tailored to the needs of the DAF and its recruiting stakeholders. We expand on Figure 2.1 by outlining the key points in Table 2.1. Given that TFR represents a large-scale organizational change, Table 2.1 provides a list of ways data from the survey can be used to support key elements of organizational change. While the survey is certainly not the

¹ Some estimate the rates of failure to range from 70 to 80 percent. See Laurie Lewis, *Organizational Change: Creating Change Through Strategic Communication*, West Sussex: Wiley-Blackwell, 2011, p. 24; Boris Ewenstein, Wesley Smith, and Ashvin Sologar, “Changing Change Management,” McKinsey & Company, July 2015.

² See the sources for Table 2.1.

³ We acknowledge that organizational change models generally represent change as a linear process; however, in practice, organizations move between the stages outlined in Figure 2.1 (plan, implement, and sustain) to a great degree.

Figure 2.1
The “What” and “How” of Total Force Recruiting Transformation



only source of DAF data that can help inform the shift to TFR, we focus this report specifically on the survey results collected from recruiters in order to provide a snapshot of data about the state of TFR and results that TFRC leaders can use to inform TFR initiatives.

Designing a Tool: The Technology and Integration Recruiter Survey

Recruiters are essential to fully realizing the benefits expected from the transformation to TFR.⁴ Consequently, it is critical to assess and account for their perspectives. Here we briefly describe our two-step approach, which began with focus groups followed by the T&I Recruiter Survey.

Findings from Focus Groups Provide Initial Insight

We conducted focus groups (14 sessions with a total of 88 individuals) to capture high-level insights from a diverse range of recruiting-related perspectives.⁵ In short, these focus groups were, by design, exploratory and limited geographically to North and South Texas during the

⁴ For the role of “recruiter,” there are different terms across different entities. Specifically, the USAFA uses the term “admission advisors,” the AFROTC uses “Gold Bars,” and the AFCS uses “talent acquisition consultants.”

⁵ Data collection was originally scheduled for a 369th Recruiting Group meeting in late May 2019; however, this meeting was canceled, necessitating subsequent coordination.

Table 2.1
Framework on Organizational Change Highlighting Elements That the Proposed Survey Data Collection Can Inform or Support

		Stages of Change		
		Planning	Implementing	Sustaining
Facets of Change	Organizational	- Develop and clearly articulate a vision for change - Communicate compelling need for change - Develop an implementation plan with specific goals anchored in the vision	- Develop new policies to support change - Provide appropriate resources - Communicate with stakeholders clearly and often - Develop measures for tracking success in relation to goals - Build on incremental successes	- Provide resources to maintain changes - Measure changes in relation to goals and make any necessary adjustments to strengthen and sustain
	Cultural	Take into account the current assumptions, values, beliefs, and actions with respect to TFR activities	- Ensure that policies, systems, structures, and communication build necessary beliefs about change - Actively solicit and use input from stakeholders	- Monitor reactions to changes - Continue seeking input
	Technological	Assess stakeholder perceptions of current technology and needs in the new technology	- Ensure that policies, systems and structures, and communication foster motivation and intention to use the new technology - Provide appropriate training to relevant stakeholders	- Measure and monitor how stakeholders use the new technology in desired or unanticipated ways - Assess barriers to and facilitators of usage and make adjustments accordingly - Offer appropriate continued training

SOURCES: Frank Camm, Laura Werber, Julie Kim, Elizabeth Wike, and Rena Rudavsky, *Charting the Course for a New Air Force Inspection System*, Santa Monica, Calif.: RAND Corporation, TR-1291-AF, 2013; Cynthia R. Cook, Caroline Baxter, Laura Werber Castaneda, and Abigail Haddad, "Implementation," in National Defense Research Institute, *Sexual Orientation and U.S. Military Personnel Policy: An Update of RAND's 1993 Study*, Santa Monica, Calif.: RAND Corporation, MG-1056-OSG, 2010, pp. 371–388; Fred D. Davis, Richard P. Bagozzi, and Paul R. Warshaw, "User Acceptance of Computer Technology: A Comparison of Two Theoretical Models," *Management Science*, Vol. 35, No. 8, 1989, pp. 982–1003; Timothy Galpin, *The Human Side of Change: A Practical Guide to Organization Redesign*, San Francisco, Calif.: Jossey-Bass, 1996; Laurie Lewis, *Organizational Change: Creating Change Through Strategic Communication*, West Sussex: Wiley-Blackwell, 2011; John P. Kotter, *Leading Change*, Boston, Mass.: Harvard Business Review Press, 2012; Rune Todnem By, "Organisational Change Management: A Critical Review," *Journal of Change Management*, Vol. 5, No. 4, 2005, pp. 369–380.

spring and summer of 2019.⁶ Table 2.2 presents a summary of the recruiting entities and roles requested for inclusion in the focus groups.

From these focus groups, three noteworthy themes emerged.

1. *TFR knowledge*: We received a wide range of responses concerning the definition and goals of TFR. Those who were informed, for example, noted that they learned about the TFR initiatives only because they happened to be in the right place at the right time, by informal word of mouth, or by attending annual meetings. While we expected to observe some communication challenges, we did not appreciate how pervasive they appear to be throughout the recruiting enterprise.⁷

⁶ The specific locations were selected based on availability and willingness of recruiting subject-matter experts to participate. Each session lasted approximately 90 minutes. The semistructured protocol consisted of guiding questions and a brief questionnaire to elicit structured responses about recruiter subject-matter experts' daily routines, the role of recruiting technologies, and how these technologies affected their recruiting strategies.

⁷ Subsequent official documentation has further outlined TFR. For example, see Air Force Manual 36-2032, *Military Recruiting and Accessions*, Washington, D.C.: Secretary of the Air Force, September 27, 2019.

Table 2.2
Initial Focus Groups (88 Participants)

	Count	Percentage
Participants' Entities		
Regular AF	61	69%
USAFA	12	14%
AFR	6	7%
AFCS	5	6%
ANG	4	5%
AFROTC	0	0%
Participants' Roles		
Recruiter	39	44%
Flight chief	15	17%
Military Entrance Processing Station liaison	5	6%
Other	29	33%

NOTE: "Other" includes AFRS headquarters personnel, recruiting and squadron operations, civilian recruiting, and USAFA admissions and staff.

2. *Recruiter networks*: Participants generally noted their networks were limited outside their immediate flight and geographic zones. Of note, networks appeared to be particularly siloed between entities. For example, only a few Regular AF recruiters noted communicating with other entities for the purposes of lead sharing.
3. *Technology perceptions*:⁸ Most participants felt that despite the many challenges of AFRISS-TF (the Air Force Recruiting Information Support System—Total Force, the technology used by Regular AF) and the time consumed using it, AFRISS-TF got the job done and they were able to meet mission.

While this level of information is useful, it does not enable a detailed interpretation of the nuances. Furthermore, these perspectives are limited to the Texas region, and their generalizability to other regions is unknown. Taken together, there was great benefit to conducting an enterprise-wide survey to systematically capture responses to more specific items. This allowed for a more complete and detailed pulse check among recruiters. Additionally, a survey had the additional benefit of serving as a form of strategic communication to recruiters. That is, the DAF is permanently shifting to a TFR approach, and senior leadership is interested in recruiters' feedback on how this shift can be facilitated.

Total Force Recruiting Panel: Technology and Integration Survey

As presented previously, the full name of the survey tool is Total Force Recruiting Panel: Technology and Integration Survey; however, hereafter the tool is referred to as the T&I Recruiter Survey. The specificity of this title was driven by the need to differentiate this survey from

⁸ Though different entities use different technologies, we focus on AFRISS-TF given the participants in our focus groups.

other recruiter surveys (e.g., Recruiter Quality of Life Survey) and to signal the key topics of “total force,” “technology,” and “integration.” We included the term “panel” because this survey was intended to be a baseline measure (followed by possible subsequent data collection). Although there is tremendous value with cross-sectional data collection, we wanted to enable the DAF to closely monitor and sustain organizational changes to facilitate course corrections when needed.

The T&I Recruiter Survey was designed to address four topics:

1. knowledge about TFR
2. lead sharing with recruiters from other entities
3. use and evaluation of technologies
4. how key tasks occupy recruiters’ time.

In this report, we focus on the first three topics (which will be discussed in Chapters Three, Four, and Five, respectively). The fourth topic, although important, will become more useful when future data are collected, allowing for comparison. See Appendix A for the survey items. Responses from the T&I Recruiter Survey provide crucial information on the current state of the recruiting enterprise, culture, and technology to inform the TFR transformation, which can inform all change phases (planning, implementing, and sustaining). This snapshot in time is critical because the DAF has many planned efforts (as discussed in Chapter One; also see Air Force Manual 36-2032). Although these efforts are assumed to have positive effects, if key metrics are not systematically assessed, it can be difficult to know their effect. Follow-up surveys can assist with these questions by providing data on key factors. For example, after new technology is implemented, a survey could inform how personnel use the new technology.

Survey Procedures and Participants

All DAF recruiters were invited to participate in the T&I Recruiter Survey. Our target audience was frontline recruiters (i.e., those regularly interacting with the community); however, we opted to include those involved with recruiting in different capacities. Our intent was to gain as close to a census as possible to create a cross-sectional snapshot of the entire recruiting organization to serve as baseline data for understanding recruiters’ attitudes and behaviors about the four areas of focus (TFR knowledge, interactions with recruiters from other entities, technologies, and tasks).

The T&I Recruiter Survey was programmed online and administered by RAND’s Survey Research Group. The survey was open from November 14, 2019, to January 13, 2020, and could be completed online or via mobile devices. Senior leaders within the appropriate recruiting entity sent an advance email notifying and encouraging their recruiters to complete the T&I Recruiter Survey around the time of survey launch.⁹ Over three months, the Survey Research Group sent four email and text message reminders to those who had not completed the survey to encourage participation. In all the messages to recruiters, we emphasized that survey participation was voluntary and that responses would remain confidential.¹⁰ As depicted in Table 2.3, the recruiting entities vary widely in their total number of recruiters because of

⁹ For example, Brigadier General Leavitt (AFRS, commander) sent communication to the Regular AF and AFR, whereas Brigadier General Vogel notified the ANG recruiters.

¹⁰ Each respondent was given a numerical ID in the data to protect their identity. Respondents were assured that no identifying information would be shared with others or published. We also took steps to make sure it was not possible to infer a respondent’s identity in the discussion of results in the report.

Table 2.3
Survey Sample Size and Response Rates

Entity	Recruiter Population	Survey Sample	Response Rate
	Count	Count	Percentage
Regular AF	1,484	617	42
AFR	463	184	40
ANG	627	233	37
USAFA	22	18	82
AFROTC	40	32	80
AFCS	22	21	95
Total	2,658	1,105	42

NOTE: The response rate percentage is calculated for each row. For example, the total survey response rate is based on the total survey sample and recruiter population (and not the average of the entity specific response rates). The sample includes those who completed part or all of the survey. Surveys were automatically denoted “complete” when a respondent clicked through to the end of the survey, regardless of the number of items he or she answered. Rather than solely include “complete” survey data, we chose to include data from respondents who (1) confirmed they were actually involved with recruiting by answering a sorting question at the start of the survey, and (2) completed at least part of the survey. We did not require respondents to answer all survey items in order for their data to be included in our analysis.

the nature of their recruiting tasks and goals (i.e., recruiter population), which, in turn, affects the survey sample size. To “control” for these differing sizes, we also calculated the response rate for each entity. Given that it is notoriously difficult to get all members of any organization to take a survey, our response rates (ranging from 37 percent to 95 percent) fall within reasonable ranges across the accession sources.¹¹

We analyzed missing data through a series of analyses and robustness checks (see Appendix B for more detail) and found that missingness was primarily structural in nature (i.e., respondents skipped items in the survey that they were supposed to skip based on the survey design). An additional set of analyses examined the relationship between missing response data and respondent characteristics; and we found few differences, with the exception that ANG recruiters were more likely than other types of respondents to provide missing responses to questions on acquaintanceship, proximity, and sharing.

Additionally, the demographic characteristics (sex and race or ethnicity) of the survey participants for each entity were highly similar to those of the respective recruiter population. As such, we interpret our results to be from a representative sample of all possible DAF recruiters.

In Table 2.4 we further break down the survey respondents’ characteristics by recruiting entity, rank, tenure, sex, and race or ethnicity.

¹¹ Yehuda Baruch and Brooks C. Holtom, “Survey Response Rate Levels and Trends in Organizational Research,” *Human Relations*, Vol. 61, No. 8, 2008, pp. 1139–1160; Laura Miller and Eyal Ahroni, *Understanding Low Survey Response Rates Among Young U.S. Military Personnel*. Santa Monica, Calif.: RAND Corporation, RR-881-AF, 2015.

Table 2.4
Survey Respondent Characteristics

Characteristic	Count	Percentage
Entity		
USAFA	18	2%
AFROTC	32	3%
AFR	184	17%
ANG	233	21%
AFCs	21	2%
Regular AF	617	56%
Rank		
E3–E4	4	0.4%
E5–E6	613	57%
E7–E9	399	37%
O1–O3	50	5%
O4–O6	6	0.5%
Tenure (self-reported)		
0 to <3 years	504	46%
3 to <6 years	274	25%
6 or more years	332	29%
Sex		
Female	206	19%
Male	866	81%
Race or Ethnicity		
American Indian/Alaskan	14	1%
Asian/Pacific Islander	63	6%
Black	134	12%
Hispanic	156	15%
White	683	65%
Other	2	0%

NOTE: Data presented are self-reported from the T&I Recruiter Survey (and not from Air Force personnel data).

Conclusion

In this chapter, we provided a conceptual framework to guide this wide-scale transformation. Following best practices, critical framework elements include organizational factors, cultural considerations, and technology capabilities, though we acknowledge the distinct, yet related, phases of planning, implementation, and sustainment. Next, to offer a more tangible product in support of this conceptual guide, we designed a measurement tool to assist with monitoring aspects of this framework. The T&I Recruiter Survey was administered online and completed by 1,105 respondents across the total force. Appendix A presents the survey items, Appendix B explains how data were prepared, and Appendix C presents details about data cleaning. In the following chapters we present these results.

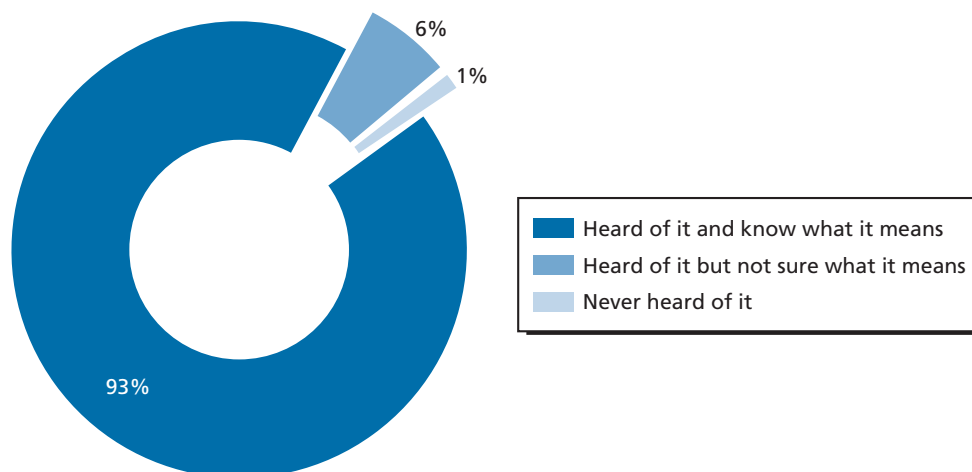
Total Force Recruiting Understanding and Perspectives

As described in Chapter Two, TFR requires many organizational changes, ranging from optimizing technology systems to shifting recruiting culture writ large. One of the intended results of TFR is to change how recruiters think about, and do, their work by developing a recruiting culture where recruiters recruit to the DAF instead of their specific entity to enhance alignment (or “fit”) between the recruit and the DAF. With a far-reaching concept like TFR, it is likely that organizational members will have different interpretations of what that concept means. We used the survey to analyze the extent to which recruiters were familiar with TFR and to explore how recruiters were making sense of TFR. Given that awareness and understanding precede behavior, this is a critical first step.

Most Respondents Were Familiar with Total Force Recruiting

To explore awareness of TFR, we asked respondents about their familiarity with the phrase TFR (Figure 3.1). Specifically we asked, “Before taking this survey, how familiar were you with the phrase ‘Total Force Recruiting?’” An overwhelming 99 percent of respondents had heard of the phrase. In terms of brand recognition, this represents a significant milestone.

Figure 3.1
Percentage of Respondents Who Have Heard of Total Force Recruiting



NOTE: Question: Before taking this survey, how familiar were you with the phrase “Total Force Recruiting”? (n = 997)

Interpretations of the Meaning of “Total Force Recruiting” Are Mixed

Strong awareness of the term TFR among recruiters does not necessarily mean recruiters interpret TFR in the same way, so those who indicated that they had heard of the phrase were then asked, “In your own words, please describe what ‘Total Force Recruiting’ means to you” (Question 18.1). The qualitative analysis of 959 responses revealed that the phrase carries a variety of meanings for recruiters (see Appendix C for a discussion of our content analysis and coding frame). Although it was promising that most recruiters were aware of the TFR concept, the wide range of interpretations demonstrates that there is a mixed understanding of what TFR actually means in practice. Table 3.1 summarizes these results.

Entities Involved in Total Force Recruiting

One Air Force. Many responses focused on the entities involved in TFR, with some being broad and some being very specific. Comments across all entities included mentions of “One Air Force,” which ranged from the phrase “One team one fight” to the concept of recruiting for the Air Force as a whole, rather than for specific entities:

One team, one fight. We are here to identify and qualify applicants into the military. —ANG respondent

Big Three. Comments from recruiters working in the three largest entities, Regular AF, AFR, and ANG, frequently described these accession sources as the “Big Three” and the entities involved in TFR. In contrast, responses from USAFA, AFROTC, and AFCS rarely mentioned only the “Big Three” as being involved in TFR:

TFR means blending the reserves, active, and guard components into one streamlined system of recruiting. —Regular AF respondent

All Six. Last, there were a small number of comments that mentioned all six entities. AFCS respondents mentioned all six sources more than any other entity:

Knowing the 6 accession sources, who they are and can tell a candidate how they can serve the AF in and out of uniform. Share leads with the appropriate accession source. —AFCS respondent

Tasks Performed

Many responses across all recruiting entities mentioned specific tasks related to TFR. These tasks included sharing leads between entities, sharing contact information, sharing goals,

Table 3.1
Summary of Respondents’ Understandings of Total Force Recruiting

Theme	Prevalent Responses from Open-Ended Survey Items
Entities involved	Entities involved in TFR, which references One Air Force, the Big Three (Regular AF, ANG, AFR), or all six (Regular AF, ANG, AFR, AFCS, USAFA, and AFROTC)
Tasks performed	Specific tasks aimed at sharing information (e.g., leads) and collaborating with other components (e.g., sharing resources, recruiting for other entities)
Applicant fit	Connecting applicants to the accession source that best aligns with their interests and capabilities

NOTE: Question 18.1: In your own words, please describe what “Total Force Recruiting” means to you. (n = 959)

recruiting for more than one's own recruiting entity, and sharing resources, such as events, office spaces, and budgets for marketing and advertising.¹ The wide range of tasks described demonstrates that there is a mixed understanding of or an uneven emphasis on what TFR means in practice:

Different components working towards the same goal. —ANG respondent

Going to events with Active Duty and the Guard. Sharing a marketing budget with Active Duty. —AFR respondent

The ability to recruit for all Air Components. Meaning the ability to be a one stop shop and work with Active Duty/Guard counterparts in the same office to promote a stronger recruiting effort. —AFR respondent

Best Fit for Applicant

Another theme that emerged across all entities was that TFR means finding the recruiting entity that best fits the needs of the applicant. This includes providing high-quality customer service to applicants by focusing on the applicants' desires and interests, such as considering whether they are interested in a full-time or part-time commitment. While these types of comments appeared across all recruiting entities, they were especially prevalent among DAF respondents:

This means helping people find the best Air Force Career for them, and being well-connected with the other Air Force Recruiting Entities enough that we can pass leads off to them when we meet individuals who might do better in an organization other than my own. —USAFA respondent

Finding the right Air Force opportunity for the right candidate. —USAFA respondent

All Air Force components ensuring that interested applicants are placed in the component that best fits their situation and desires. —AFR respondent

Perceived Total Force Recruiting Benefits Largely Align with the Total Force Recruiting Concept While Highlighting the Value of Applicant Fit

Describing what TFR means does not necessarily evoke evaluative judgments. Therefore, we also asked respondents, "What benefits/opportunities—if any—do you think a 'Total Force Recruiting' model would create in your day-to-day work as a recruiter?" (Question 19). The qualitative analysis of 907 responses revealed alignment between how respondents define TFR and the perceived benefits of TFR. Most recognized was the benefit of supporting the applicant. Interestingly, though, a comparable number of responses indicated little to no benefit of TFR among Regular AF and ANG respondents. While the majority of responses are positive, this focused and sizable minority raises several reasonable concerns that need to be thoughtfully addressed and communicated. Table 3.2 summarizes these results.

¹ Comments from the ANG and the AFR mentioned sharing budgets (for advertising and marketing) more frequently than other entities.

Table 3.2
Summary of Respondents' Beliefs About the Benefits of Total Force Recruiting

Theme	Prevalent Responses from Open-Ended Survey Items
Applicant fit	Finding the best fit for the applicant, providing customer service to the applicant, instilling greater trust in the applicant-recruiter relationship, and streamlining the recruiting process
Sharing resources	Sharing resources, including funding for advertising and marketing, as well as sharing events or office space
Other benefits	Sharing leads, making the lead referral process easier, and encouraging collaboration between sources
Little to no benefit	Concern that TFR would - disproportionately benefit recruiters from certain sources while disadvantaging others - have little impact unless the goal system (i.e., incentives) were changed.

NOTE: Question 19: What benefits/opportunities—if any—do you think a “Total Force Recruiting” model would create in your day-to-day work as a recruiter? (*n* = 907)

Applicant Fit

Across all recruiting entities, the most prevalent response regarding perceived benefits was that TFR would help support the applicant. Some comments also implied that TFR would instill more trust in the applicant-recruiter relationship because recruiters would be able to focus more on the applicant’s needs rather than their own pressures to meet goals. While prevalent across all entities, supporting the applicant was the most common theme for USAFA and the AFCS:²

When people see that we are honest and giving them all options, it breeds trust. Therefore, more people are interested to hear more, join, or even refer others. —USAFA respondent

Warm hand-offs of candidates to the correct accession source. Receiving candidates who want to serve but may be disqualified for uniform service. More candidates knowing about Air Force Civilian Service opportunities. —AFCS respondent

Helps us get the applicant to the right recruiter for the right service. As we engage with each lead, some might want part-time as opposed to AD [active duty]. Allows us to take them next door or point them in the right direction as to what they are looking for. If done properly, it helps out all parties because you will receive qualified working leads from the other recruiters. I have received many people from AFR as they have from me, and it has overall helped with both of our accessions each year. —Regular AF respondent

Sharing Resources

Responses from the ANG, AFR, USAFA, and AFROTC all frequently mentioned sharing resources as a benefit of TFR. Similar to respondents’ responses to requests to describe the meaning of TFR,³ these comments mainly focused on sharing funding for advertising and marketing as well as sharing events, with some also mentioning sharing office space. Addition-

² Comments from the AFCS specifically mentioned supporting applicants who may be disqualified for military service, and providing more options to applicants.

³ Question 18.1: In your own words, please describe what “Total Force Recruiting” means to you.

ally, some responses from the ANG and AFR focused on being able to use the advertising and marketing budgets of Regular AF:

[The] only benefit would be to utilize RegAF resources such as office space, branding, practice testing, and create more awareness for ANG. —ANG respondent

It brings resources together such as working recruiting events together or advertising. —AFR respondent

The only benefit I see in TF recruiting is possibly sharing marketing events. I do not think Active duty, Reserve and Guard can realistically work together due to each of them having a goal they need to make. —Regular AF respondent

Other Benefits

Respondents from nearly every recruiting entity described other benefits of TFR such as sharing leads.⁴ Responses indicated that TFR would make the lead referral process easier, and that receiving and sending leads between entities would be beneficial. The theme of encouraging collaboration between entities was relatively common as well. Some of these comments emphasized that TFR would encourage entities to work together rather than compete with each other for applicants:

Easily sharing leads after determining that the applicant wants a different AF option. —ANG respondent

Capability to share leads easier between components. —AFR respondent

Working together instead of thinking of each other as a threat. —AFR respondent

I have worked side-by-side with ROTC [Reserve Officer Training Corps] and EA [enlisted accession] recruiters at events, and it is nice to be able to have experts of every option for the Air Force available to talk to prospects. —USAF respondent

Allowing a more team-oriented environment without the competition of fighting each other for numbers. —Regular AF respondent

Little to No Benefit

Although the majority of responses were generally positive about TFR, approximately a quarter of responses from Regular AF respondents and close to a fifth of responses from the ANG recruiters indicated that TFR would have little to no benefit.⁵ Regular AF respondents expressed concern about meeting recruiting goals. Several comments highlighted that there would be no benefit created by TFR unless the goal system changed or incentives were introduced. Additionally, some Regular AF recruiters felt that TFR would disproportionately benefit the AFR and the ANG, and could result in more work for Regular AF recruiters.

⁴ There is some conceptual overlap between Applicant Fit and Sharing Leads in that both themes indicate getting an applicant to the most appropriate recruiting entity. The major difference is perspective (i.e., recruiters thinking about how they support applicants versus how recruiters interact with other recruiters).

⁵ Respondents from the AFR and AFCS also offered comments that fit this theme but in much smaller (<10 percent) proportions.

Mirroring Regular AF concerns, some ANG recruiters felt that TFR would disproportionately help the Regular AF and AFR more than the ANG.⁶ Additionally, some ANG respondents emphasized that the unique aspects of the Guard would make TFR a challenge in practice:

Honestly none. We are still goaled separately than the guard and reserves so we still have to make our mission even if we share leads with each other. —Regular AF respondent

I think it would cripple our recruiting efforts. The Air guard competes every day against the active duty Air Force and regardless of whether we incorporated Active Duty in our goal, our Wing leadership and TAG [The Adjunct General] would still only be focused on our end strength as a State. —ANG respondent

Active and Reserve cannot possibly recruit to guard units. We've spent years building programs and relationships that would be instantly destroyed by Total Force Recruiting. —ANG respondent

Total Force Recruiting “to me” means the active duty trying [to] gain the Reserve component's markets while giving up as least as possible. This perception is [due] to the active duty component's lack of interest in learning about how the Guard component works in regard to structure, history and role. In my opinion, this is not a direction that will work for all components. —ANG respondent⁷

Competition and Lack of Buy-In Viewed as Main Barriers to Total Force Recruiting

In addition to asking about perceived benefits, we also asked about perceived barriers of TFR. Specifically, we asked participants, “What barriers—if any—would you face in applying “Total Force Recruiting” to your day-to-day work as a recruiter?” (Question 20). While several challenges were mentioned, competition was the most prevalent theme. Table 3.3 summarizes these results.

Table 3.3
Summary of Respondents' Beliefs About Barriers to Total Force Recruiting

Theme	Prevalent Responses from Open-Ended Survey Items
Competition	Direct competition between components to recruit the same individuals and make production goals
Unfair or uneven behaviors	Lack of equitable reciprocity in lead-sharing behavior between the different component types
More work	Increased task burden for recruiters and additional time constraints in terms of meeting production goals
Knowledge gap	Recruiters need to be knowledgeable about all components (there may be a learning curve)
No barriers	Comments asserting no barriers or strong support

NOTE: Question 20: What barriers—if any—would you face in applying “Total Force Recruiting” to your day-to-day work as a recruiter? (*n* = 900)

⁶ This theme about TFR benefiting some entities more than others was less common for other recruiting entities and was not present in responses from USAFA or AFROTC.

⁷ This response was to question 18; however, to consolidate key messages from this work, we present this quote because of its similarity.

Competition

A majority of responses indicated that competition was a barrier to applying TFR in one's day-to-day work. Respondents noted that in many cases each entity is competing against the others for the same individuals. This tension can generate animosity between recruiters from different entities as they each seek to reach their own specific recruiting goal. While the TFR initiative focuses on the recruiting goal of the DAF as an organization, those at the recruiter level see their own numbers as their primary goal and other entities as being in direct competition with that goal:

At the end of the day, although we are supposed to be "One Team, One Mission," the REALITY is that Air Force Civilian Service (AFCS) is in DIRECT competition with Active Duty recruiting when it comes to various occupations (Physicians, Nurses, Lawyers, etc.). The determining factor is, does the applicant want to SERVE in the military, or does he/she want to still SERVE, but as a Federal employee in the AFCS. —AFCS respondent

Because we have been 3 different components for so long [Regular AF, AFR, ANG], there is a feeling of "competition" so I think that it will be hard for recruiters of all three components to get over that and put the needs of the customer first and not their own goals. —AFR respondent

ANG recruiters also described goaling differences between the Regular AF and the ANG. While the Regular AF relies on national-level standards for goal setting,⁸ ANG unit production goals are dictated by state-level standards managed by gubernatorial entities. Additionally, some respondents noted the role of cultural differences between the ANG and other entities:

Recruiting for the Air National Guard can be tricky from state to state. Mission varies, cultural awareness, etc. —ANG respondent

I think it is a conflict of interest to a guard recruiter to also recruit for the active duty Air Force. Also I think that if you were goaled for each component, your goal for recruits would trump the needs of the applicants and what is best for them. —ANG respondent

The barriers would be the attitude that Active Duty recruiters have towards Air Guard members. They think we are all "weekend warriors" and we are not. Also, the lack of knowledge AD and Reserves have about the Air Guard. They don't understand the Air Guard or the way we operate and from what I have seen don't care to learn. —ANG respondent

Unfair or Uneven Behaviors

Another theme raised by this question was unfair or uneven behaviors from each entity. Regular AF recruiters felt that other entities were not as receptive to TFR. They noted that they were often the ones to refer leads to other entities such as the ANG and AFR, while those recruiting entities do not refer as many leads to them:

Total force will never work to its full effectiveness because we need to make goal, and need to overproduce to win awards, get a good rating on EPRs [enlisted performance report], etc. We are all competing against one another so no one wants to give up an applicant even though maybe they fit better elsewhere. —Regular AF respondent

Total Force Recruiting is one sided in my unit. EA [enlisted accession] always invites Reserves and Guard to our events and we use our budget for everything however they do not invite us to any of their events. VERY ONE SIDED. —Regular AF respondent

⁸ End-strength numbers are established annually by Congress in the National Defense Authorization Act, in close collaboration and consultation with each of the services.

Regarding the sentiment that other entities are not reciprocating equitably in lead sharing, Regular AF recruiters noted that the other entities have simply not “bought into” the TFR model and therefore do not participate in lead sharing at an adequate level. AFCS respondents in particular cited this lack of buy-in as the most common barrier. Some noted that the absence of communication and collaboration between recruiting entities was a contributing factor to this sentiment of lacking reciprocity in sharing leads:

If one system was used to capture applicants, it would be interesting to work applicants across other components. I think military recruiters would be more resistant to learn about what the civilian service and the basic qualifications we can expect due to the already long hours they work and the goals they have to meet. It would be important to allow previous mil [military] recruiters to have open discussion with mil to ensure they understand the mil challenges. —AFCS respondent

Not everyone in every component sees the value of TF recruiting and thus recruiters at the tactical level don’t have any buy in to collaborate with different components. Need Recruiting leadership to widely disseminate the value to each component. —ANG respondent

More Work

Some recruiters described a concern about more work. Respondents mentioned that recruiters’ schedules are already quite busy, and that adding another task would contribute to the strain. Others also noted that applying TFR would increase their workload and take away from the time they spend meeting their own production goals:

How does it benefit me? Do I get a credit for a referral, if not, why do I care? I have enough things to do, making sure the Guard or Reserves are also making mission is not a big concern to me. —Regular AF respondent

The AF does what they want; and don’t seem to care how it affects the reserve components. The Army tried TF recruiting; and failed miserably. I feel the same will happen here. —ANG respondent

More casefile, more med reads, more vetting, more headaches. —Regular AF respondent

Knowledge Gap

While fewer in number, some recruiters also mentioned knowledge gaps as a barrier to TFR. Those who mentioned this constraint described how they did not know enough about the other entities to feel confident promoting a TFR model. Some even expressed apathy toward gaining the knowledge that might allow them to do so:

I don’t know anything about the Guard or Reserves, nor do I care to. Seems like someone trying to give me more work with no training and for no benefit to myself or the Active Duty Air Force. —Regular AF respondent

More often it would be difficult for Active Duty to recruit to the guard due to the lack of knowledge of that component. —ANG respondent

I feel that each component would not be able to effectively recruit to the other. Each one has its own traditions and core values that make them unique and different from one another. TFR would eliminate some of these aspects that make units unique and different. —ANG respondent

No Barriers

Other recruiters were more optimistic and mentioned that there are currently no barriers in applying the TFR model. Many others in this category also noted that they have been executing the aims of TFR for a long period of time:

I work in a TF situation every day and have not noticed any barriers. We are simply recruiting for different markets. —Regular AF respondent

None besides getting Guard/Reserve to work together. I already work great with the active duty recruiters. —ANG respondent

Conclusion

Awareness of TFR was nearly universal among respondents, yet respondents had different interpretations about what TFR meant in practice. There was a notable divide in whom respondents focused on in their comments; specifically, whether TFR meant the “Big Three” (Regular AF, AFR, and ANG) or all six recruiting entities. Given recruiters’ mixed understandings about which entities are actually involved in TFR, being more explicit about who should be involved in TFR (i.e., Regular AF, AFR, ANG, USAFA, AFROTC, and AFCS) and how (i.e., greater interaction and lead sharing between sources) will enhance recruiter understanding going forward.

Several respondents described potential benefits of TFR. Most prominently, respondents emphasized applicant fit, indicating that TFR means better support for applicants. Likewise, respondents noted that TFR means new ways of sharing a range of resources, and that sharing certain resources could be potentially beneficial. By understanding what aspects of TFR recruiters view as beneficial, TFRC leaders can do more to build policies and communications that underscore these benefits.

Some respondents did not see much benefit to TFR, and many highlighted a range of barriers. In particular, comments captured concerns about competition and unfairness. These comments highlight how some organizational policies (such as goaling) tend to focus on individual-level incentives, which can make recruiting feel like a zero-sum game in which an accession for another recruiting entity means a loss for one’s own numbers as well as one’s own recruiting entity. By understanding recruiters’ biggest concerns about TFR, including competition, a sense of unfairness, fear of more work, and knowledge gaps, TFRC leaders can be better positioned to engage with recruiters and develop policies that can help mitigate potential negative or unintended consequences of TFR.⁹

To summarize the survey topics addressed and themes identified in this chapter, please see Table 3.4.

⁹ On January 16, 2020 (two days after the survey closed), the AFRS posted a video of Maj Gen Jeannie Leavitt, then commander of the AFRS, on YouTube describing TFR. Although this two-minute-and-30-second video briefly explains what TFR is and why it is integral to expanding the pool of highly qualified recruits, it lacks clarity about who is involved in TFR. That is, none of the six components that make up the U.S. Air Force are directly mentioned in the video.

Table 3.4
Comprehensive Summary of Respondents' Total Force Recruiting Knowledge and Perspectives

TFR	Theme	Prevalent Responses from Open-Ended Survey Items
Understanding	Entities involved	Entities involved in TFR, which references One Air Force, the Big Three (Regular AF, ANG, AFR), or all six (Regular AF, ANG, AFR, AFCS, USAFA, and AFROTC)
	Tasks performed	Specific tasks aimed at sharing information (e.g., leads) and collaborating with other components (e.g., sharing resources, recruiting for other entities)
	Applicant fit	Connecting applicants to the accession source that best aligns with their interests and capabilities
Benefits	Applicant fit	Finding the best fit for the applicant, providing customer service to the applicant, instilling greater trust in the applicant-recruiter relationship, and streamlining the recruiting process
	Sharing resources	Sharing resources, including funding for advertising and marketing, as well as sharing events or office space
	Other benefits	Sharing leads, making the lead referral process easier, and encouraging
	Little to no benefit	Concern that TFR would - disproportionately benefit recruiters from certain sources while disadvantaging others - have little impact unless the goal system (i.e., incentives) were changed.
Barriers	Competition	Direct competition between components to recruit the same individuals and make production goals
	Unfair or uneven behaviors	Lack of equitable reciprocity in lead-sharing behavior between the different component types
	More work	Increased task burden for recruiters and additional time constraints in terms of meeting production goals
	Knowledge gap	Recruiters need to be knowledgeable about all components (there may be a learning curve)
	No barriers	Comments asserting no barriers or strong support

Current Lead-Sharing Behaviors Among Recruiters

The foundational concept underpinning TFR is for the six DAF recruiting entities to adopt a more unified approach to recruiting, which will allow the development of “bigger networks and better coverage.” Assuming no growth in the number of recruiters, this expansion will be largely achieved through increased collaboration among individual recruiters from different entities. One critical aspect of this collaboration is lead sharing. As mentioned in Chapter Two, respondents noted that the primary benefit of TFR is applicant fit. For example, a Regular AF recruiter may connect with a lead to learn that this individual is qualified and motivated to join the DAF; however, family commitments limit relocation flexibility. In line with the TFR model, this Regular AF recruiter would share this promising lead with another entity (e.g., ANG, AFR, AFCS) who could better accommodate the need for this individual to remain in his or her current location. As Major General Leavitt states, “We need to stop recruiting to a specific accession path and start recruiting more holistically to our United States Air Force.”¹

As we heard in TFRC meetings, lead sharing already occurs throughout the DAF recruiting enterprise; however, it is not well documented.² Additionally, there were no policies that focused on lead sharing. Furthermore, as will be discussed further in Chapter Five, the DAF uses different technologies across the recruiting enterprise, and, to our knowledge, only Regular AF, AFR, and ANG can share leads with one another in AFRISS-TF at the recruiter level.³ It is therefore hard, if not impossible, for some to share leads in this formal manner. Consequently, a primary goal of this survey was to record baseline data about the nature of lead sharing among DAF recruiters and the factors that may inform sharing behaviors. First, we illustrate the prevalence of lead sharing among all recruiting entities. Second, we present how leads are shared—that is, whether sharing occurs through formal or informal channels. Third, we highlight the link between recruiters’ relationships (proximity and acquaintance) with recruiters from other recruiting entities and associations with lead-sharing behaviors.

¹ U.S. Air Force and Space Force Recruiting, “U.S. Air Force Recruiting Service Total Force Message: Maj Gen. Jeannie Leavitt,” video, YouTube, January 16, 2020.

² At present, only databases of record like AFRISS-TF are used to record lead sharing to some extent. Until all recruiters use the same technology or follow coordinated processes to document lead sharing, the amount of lead sharing that occurs will continue to be hard to track since much lead sharing happens via unrecorded channels, such as phone calls.

³ As presented in Chapter One, a major objective of the TFR is for all entities to eventually use the same technology, which would facilitate lead sharing and allow for documentation.

Applying Social Network Analysis

A growing body of managerial and organizational research focuses on the interactions between people (or other entities) because these relationships can provide valuable insight to meaningful outcomes (e.g., influence, coverage).⁴ This approach, most commonly referred to as social network analysis, is flexible and can be designed to evaluate several types of relations to include lead sharing.⁵ We used data that were self-reported via the survey to illuminate the extent and manner of lead sharing at the recruiting entity level. That is, we asked respondents to indicate whether they shared a lead with any of the other DAF recruiting entities or with a recruiter from another service (Army, Navy, Marine Corps, or Coast Guard) in the previous three months.⁶ If recruiters indicated they shared leads, they were asked about how they shared those leads. We then combined responses from the same recruiting entity to analyze lead sharing at the entity level.

A key point to note is that lead sharing is bidirectional. That is, a recruiter can *direct* as well as *receive* leads from others. In the survey, we collected data on both directions. In the subsequent sections, we focus our discussion on directing leads; we present data on receiving leads in Appendix D. Results about leads received mirrored results about leads directed in that respondents from all six recruiting entities reported receiving leads from the other entities. In general, respondents from all recruiting entities reported directing more leads than they received, but the trend in received findings was similar to that in directed findings overall.⁷

Lead Sharing Occurs Throughout the Department of the Air Force Recruiting Enterprise

In light of the fact that there were no policies in place focused on lead sharing, we first explored the simple question: Do DAF recruiters share leads with recruiters from other DAF recruiting entities? The resounding answer is yes. And furthermore, recruiters from all six recruiting

⁴ Paul Leonardi and Noshir Contractor, “Better People Analytics,” *Harvard Business Review*, November–December 2018; Srikanth Paruchuri, Martin C. Goossen, and Corey Phelps, “Conceptual Foundations of Multilevel Social Networks,” in Stephen E. Humphrey and J. M. LeBreton, eds., *The Handbook of Multilevel Theory, Measurement and Analysis*, Washington, D.C.: American Psychological Association, 2019, pp. 201–221.

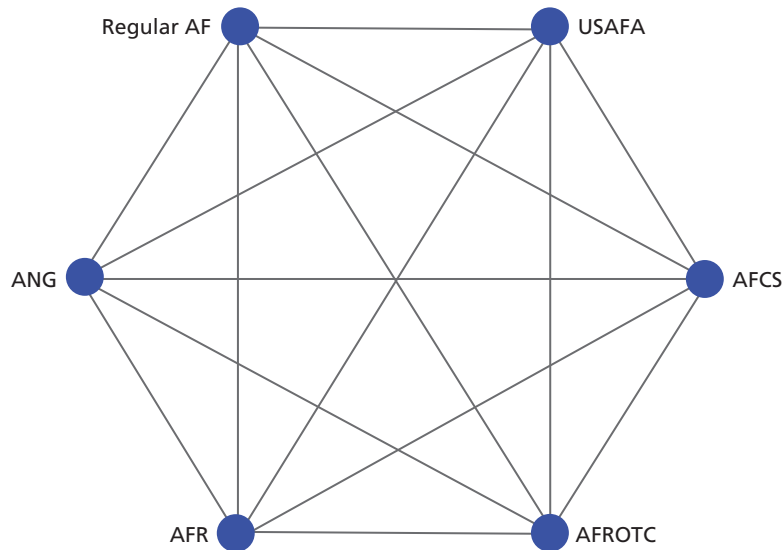
⁵ Stephen P. Borgatti, Martin G. Everett, and Jeffrey C. Johnson, *Analyzing Social Networks*, New York: Sage Publications Ltd., 2018.

⁶ Based on conversations with the DAF recruiting SMEs, a three-month time frame was most appropriate for three primary reasons. First, most entities operate on monthly goals, so a three-month window allows for a more representative evaluation of lead sharing (i.e., not subject to idiosyncratic months). Second, recruiters from USAFA and AFROTC do not begin their one-year “term” until mid-to-late summer. Given that the survey was opened in mid-November, most of these recruiters would likely only have about three full months on the job (August, September, and October). Third, self-report data are subject to many memory biases, and we wanted to constrain the time frame as much as possible in hopes of increasing accuracy.

⁷ In theory, the number of leads shared with other Air Force entities should match the number of leads received by Air Force recruiting entities (e.g., if Regular AF recruiters shared ten leads with USAFA recruiters, USAFA recruiters should report that they received ten leads from Regular AF recruiters). However, in practice it is highly unlikely to measure 100 percent of leads shared because that would require a 100-percent response rate and accurate tallies of leads shared on the part of survey respondents. It is possible respondents who took the survey really did share more leads than they received. Some open-ended survey questions also indicated that some recruiters felt frustrated that they seemed to share leads but did not receive them. This means it is also possible there could be a bias in how some respondents filled out the survey because of their perception of a lack of reciprocity from other recruiting entities.

entities indicated that they had directed leads to members from all other recruiting entities within the past three months.⁸ In Figure 4.1, a line means that respondents from a given entity directed a lead to members from another entity.⁹ As can be seen, all entities are connected to one another, indicating that lead sharing occurs among all recruiting entities to some extent.

Figure 4.1
Department of the Air Force Recruiting Enterprise Lead-Sharing Network



NOTE: The size of each dark blue circle is the same for each entity because this graph shows the presence (or absence) of lead sharing among entities. In this figure, the size of node and ties are not used to indicate any additional information (such as number of ties); they are used to show just that ties are present among the nodes.

The density (a metric frequently used in network analysis to assess the extent to which all nodes are connected) is 1, or 100 percent.¹⁰ From a TFR perspective, these results are quite positive; however, many questions remain—for example, how are leads shared, and what affects lead-sharing behaviors?

Figures 4.2 and 4.3 show the total number of leads and average number of leads per respondent shared among the recruiting entities. In these figures, node size is based on weighted out-degree centrality, meaning the total or average number of leads that respondents from a given accession source sent outward. The bigger the node, the higher the outdegree centrality score for respondents' given accession source.

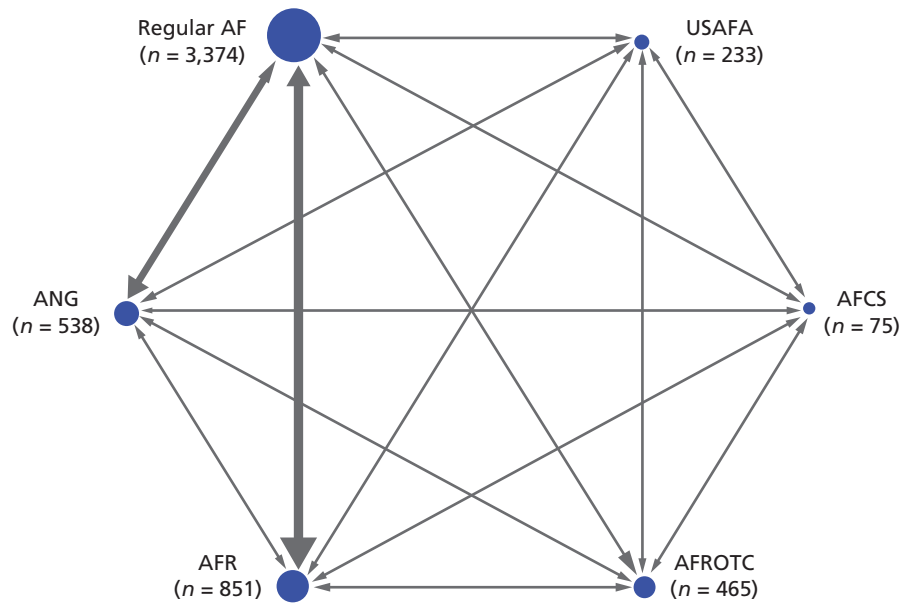
The width of lines (also referred to as “edges” or “ties”) in these figures reflects weight, or the number of leads respondents from a given accession source sent to another given accession source; the wider the edge, the more leads were reportedly sent. (See Table D.2 for more background on these lead-sharing figures.)

⁸ Likewise, recruiters from all six recruiting entities indicated that they had received leads from members of all other recruiting entities within the past three months.

⁹ In social network analysis, a line is traditionally referred to as an “edge” and an entity as a “node.”

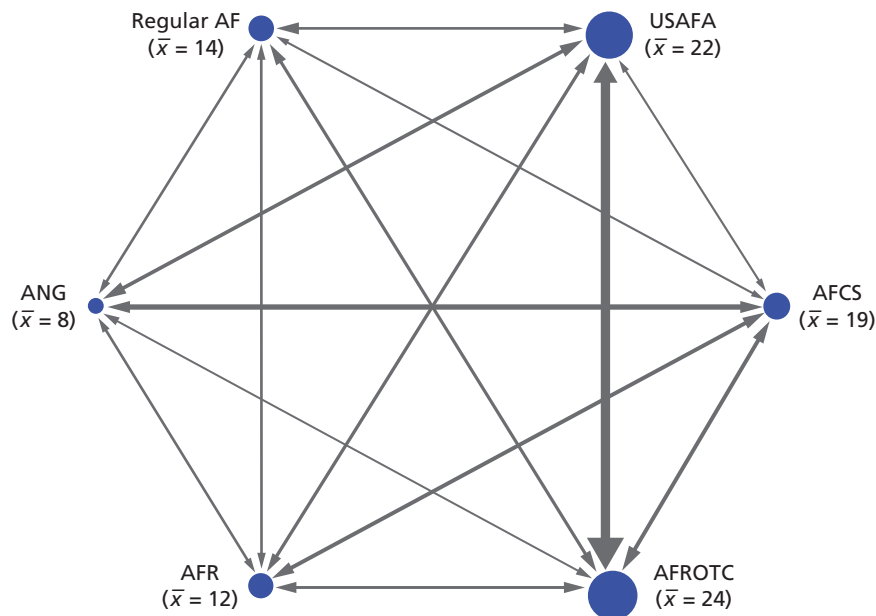
¹⁰ Density is used to measure the extent to which nodes in a network are connected to one another. This measure is calculated by dividing the *total number of ties* by the *total number of possible ties*.

Figure 4.2
Total Number of Leads Shared Outward



NOTE: The density of this network is 100 percent. In other words, all entities had at least some respondents who reported sharing leads outward. The size of each dark blue circle and the corresponding number reflect the total number of leads a given recruiting entity directed to other entities. For example, Regular AF recruiters reported directing a total of 3,374 leads to other recruiting entities. Given the number of Regular AF recruiters, the prominence of Regular AF is not necessarily surprising.

Figure 4.3
Average Number of Leads Shared Outward Per Respondent



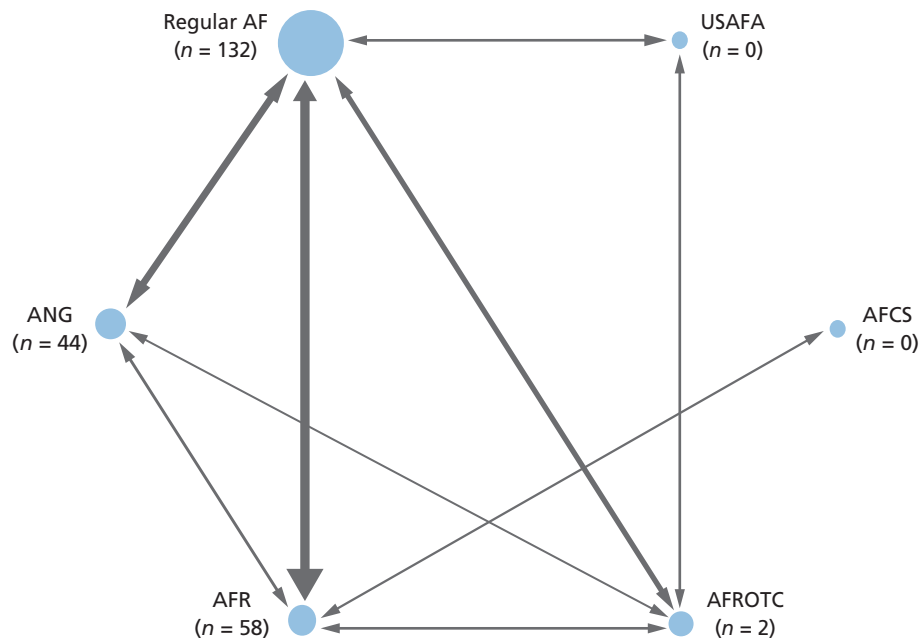
NOTE: The size of each dark blue circle and the corresponding number reflect the average number of leads a given entity directed to other recruiting entities. For example, on average, a Regular AF recruiter reported sharing 14 leads with other entities. Because the survey item about estimated number of leads shared was capped at 10, the highest number of leads an individual recruiter could have reported sharing was 50.

Leads Are Primarily Shared Through Informal Channels

The manner in which leads are shared (i.e., the “how”) is wide ranging. These methods can be grouped into two main categories: formal and informal. Formal lead sharing refers to leads that are directed or received through official DAF channels such that the transfer can be recorded and tracked. Because the DAF uses different technologies across the recruiting enterprise (e.g., only the Regular AF, AFR, and ANG can share leads with one another in AFRISS-TF at the recruiter level), it is hard, if not impossible, for some to share leads in this type of formal manner.

As illustrated in Figure 4.4, the formal lead-sharing network shows “gaps” between entities. However, it is not surprising that USAFA, AFCS, and AFROTC shared few or no leads through formal methods because their databases of record are not interoperable with AFRISS-TF.

Figure 4.4
Total Number of Respondents Who Shared Leads Formally Outward



NOTE: The size of each light blue circle and the corresponding number reflect the total number of leads a given entity directed to other recruiting entities via formal methods. For example, Regular AF members directed approximately 132 leads to other entities via formal means.

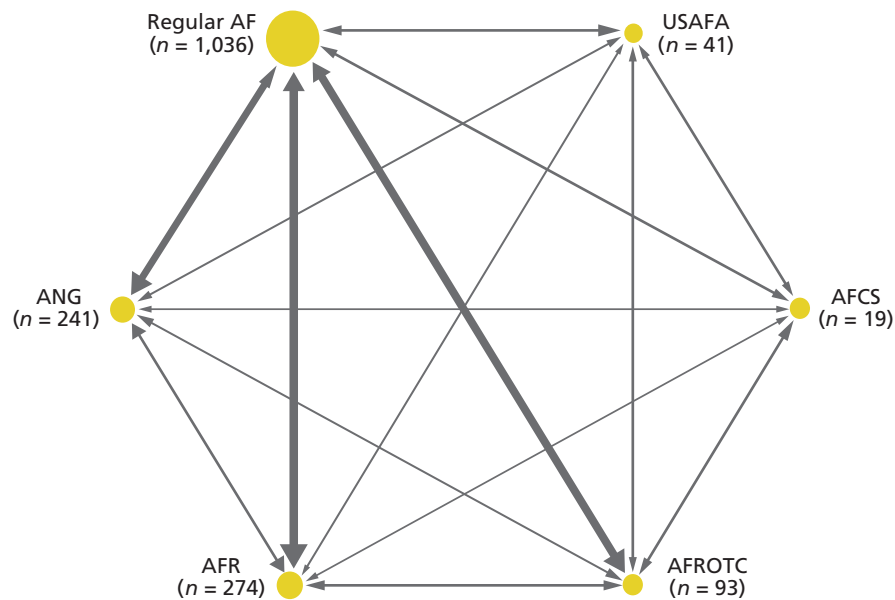
In contrast, informal lead sharing refers to transfers that cannot be recorded and tracked in an official manner. For example, recruiters may¹¹

- simply tell a lead about another entity (e.g., Have you heard of the ANG?)
- give a lead the generic contact information of another entity (e.g., website)
- give a lead the personal contact information of a recruiter from another entity
- give a recruiter from another entity the lead’s contact information (e.g., phone).

As illustrated in Figure 4.5, the informal lead-sharing network is completely connected. That is, all entities directed leads to all other DAF recruiting entities.

¹¹ We also presented an “other” option, which allowed for an open-ended response. The only method that appeared missing was an in-person handoff, which implies the recruiters are colocated.

Figure 4.5
Total Number of Respondents Who Shared Leads Informally Outward



NOTE: The size of each yellow circle and the corresponding number reflect the total number of leads a given entity directed to other recruiting entities via informal modes. For example, Regular AF members directed approximately 1,036 leads to other entities via informal means.

Consequently, informal methods are clearly the primary drivers of lead sharing. Additional analyses reveal that approximately 90 percent of respondents report directing leads to others informally, whereas only about 10 percent reported directing leads formally. This finding is striking because formally documented leads dramatically underrepresent the extent of lead sharing that is currently occurring within the DAF recruiting enterprise.

Proximity and Acquaintanceship Facilitate Lead Sharing

There are several factors that may affect the extent and method of lead sharing. Two factors that emerged from the network analysis literature and conversations with the DAF as potentially influential were acquaintanceship and proximity. One objective of the TFRC is to take steps to make some recruiters in the Regular AF, AFR, and ANG physically proximate by “synchroniz[ing] space when and where feasible for Recruiters to share office space within same building and within the same office.”¹² This section sheds light on the relationship between proximity and lead sharing for these recruiting entities.

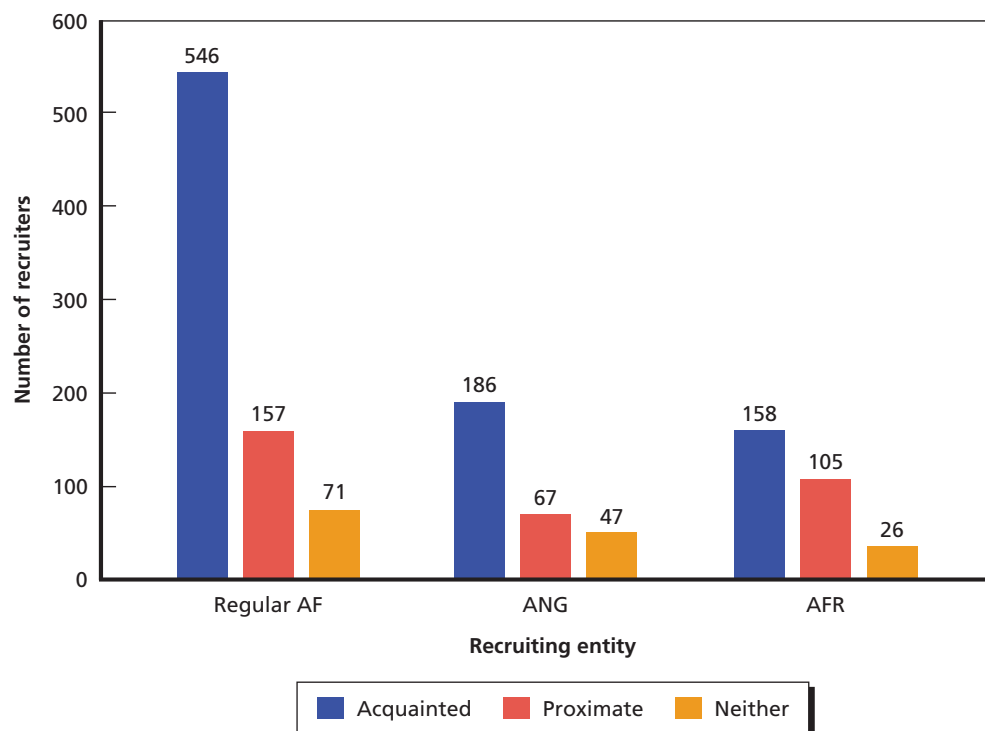
To assess these factors, respondents first indicated whether they knew any recruiters from other recruiting entities in their zone or area (response options: yes or no; Question 21). If yes, respondents were then asked whether their office was located near that individual (e.g., in the

¹² “Total Force Integration Staff Meeting Slides 30 Apr 2020,” unpublished.

same building, next door, or within a short walk; response options: yes or no; Question 21.1). Based on these survey items, we categorized respondents into three groups (Figure 4.6):

1. **Acquainted:** Those who were acquainted with someone from another recruiting entity but not proximate to them. Respondents are counted as being acquainted with other recruiters if they responded “yes” to knowing any recruiters in their zone or area from at least one of the following other recruiting entities: Regular AF, AFR, ANG, USAFA, AFROTC, AFCS, or other service (e.g., Army, Navy).
2. **Proximate:** Those who were proximate to a recruiter from other recruiting entities and therefore also acquainted. Respondents are counted as being proximate to a recruiter from another recruiting entity if they first responded “yes” to the Acquainted measure and subsequently responded “yes” to a follow-up question asking whether their office is located near that individual (e.g., in the same building, next door, or within a short walk).
3. **Not proximate and not acquainted (i.e., neither):** Those who were neither proximate nor acquainted with someone from another recruiting entity. Respondents are counted as being neither acquainted nor proximate to another recruiter from another recruiting entity if they responded “no” to the Acquainted measure (and therefore did not view the Proximate measure question).

Figure 4.6
Number of Recruiters Indicating Proximity and Acquaintanceship with Recruiters from Other Department of the Air Force Recruiting Entities



We then compared how many respondents in each group stated that they had shared a lead with a recruiter from another recruiting entity in the previous three months.¹³ We ran a linear probability model to assess whether the relationship among these variables was statistically significant. All models controlled for demographic factors (sex, race or ethnicity), pay grade, tenure in a recruitment role, and region (for Regular AF only; regions included West, Northeast, Southwest, Southeast, and Midwest). See Appendix D, Table D.3, for model statistics; results reported here are from models that were all statistically significant at $p < .05$.

Sharing with Recruiters from Other Department of the Air Force Recruiting Entities and Other Military Services

In this section, we describe the relationship between being acquainted with (but not proximate to) or proximate to (and, by default, acquainted with) other recruiters and the probability of sharing a lead.¹⁴ Results focus on how respondents shared leads with recruiters from (1) all other DAF recruiting entities and (2) other military services. These results demonstrate that for the three largest DAF recruiting entities (Regular AF, ANG, and AFR), acquaintanceship and proximity seem to have a strong, positive relationship with the probability of lead sharing. While being proximate appears to have a larger effect than just having acquaintances with recruiters outside one's own recruiting entity, acquaintanceship matters a great deal when it comes to lead sharing with DAF recruiting entities as well as with other military service recruiters.

Lead Sharing Between Recruiters from Different Recruiting Entities in the Department of the Air Force

We begin by describing our results from three regression models analyzing the relationship between acquaintanceship with, and proximity to, recruiters from other recruiting entities and lead-sharing behavior.¹⁵

Department of the Air Force Model 1: Does having an *acquaintance* with a recruiter from another entity (but not being proximate) influence lead sharing?

This first model examines the relationship between having an acquaintance from another DAF recruiting entity and lead sharing. One example of this type of acquaintance relationship is a Regular AF recruiter who knows an AFR recruiter located elsewhere. Acquaintanceship with recruiters from other DAF recruiting entities, even without geographical proximity, seems to be important for lead sharing. Among Regular AF respondents who were acquaintances with (but not proximate to) a recruiter from another DAF recruiting entity, 81 percent shared a lead with another recruiting entity member, versus 13 percent who shared leads but had no acquaintances. Among AFR respondents who were acquaintances with (but not proximate to) a recruiter from another recruiting entity, 88 percent shared a lead with another AF recruiting entity member, compared with 0 percent who did not. Among ANG respondents who were acquaintances with (but not proximate to) a recruiter from another recruiting entity, 78 percent shared a lead with another DAF recruiting entity member, compared with 6 percent who did not.

All models were significant, indicating that acquaintance relationships are highly influential for lead-sharing behavior in the Regular AF, AFR, and ANG. In comparison with those

¹³ Despite high response rates, the sample populations of the AFCS, USAFA, and AFROTC are small and so do not meet statistical assumptions for sample sizes; we therefore ran this analysis with only Regular AF, AFR, and ANG data.

¹⁴ See Appendix B for a detailed list of definitions of terms and how we derived variables from the survey data.

¹⁵ See Table D.3 for detailed statistical results.

who were not acquainted with recruiters from other DAF recruiting entities, on average, being acquainted (but not proximate) *increased* the probability of sharing a lead by

- 66 percentage points in the Regular AF
- 88 percentage points in the AFR
- 72 percentage points in the ANG.

Department of the Air Force Model 2: How does being *proximate* to a recruiter from another entity compare with being acquainted (but not proximate)?

In order to determine whether proximity affects lead sharing, we compared recruiters who were *proximate* (and therefore also acquainted by default) with recruiters who were just *acquainted* (not colocated but had acquaintances from other recruiting entities). While acquaintance relationships are important, our results suggest that proximity has a stronger effect. The probability of sharing a lead among recruiters who have acquaintances but lack proximity is *decreased* by

- 10 percentage points in the Regular AF
- 7 percentage points in the AFR
- 16 percentage points in the ANG.

Department of the Air Force Model 3: How does being *neither proximate nor having an acquaintance* in another recruiter entity compare with being proximate or acquainted?

This model examines lead sharing in relation to recruiters who are neither proximate to nor acquainted with recruiters from other entities—in other words, recruiters who do not know any recruiters from the other DAF entities. Our hypothesis, that being isolated in this way would mean lower levels of lead sharing, was confirmed by this analysis (also see Figure 4.7). Not being proximate or having acquaintance relationships with recruiters from other DAF entities lowers the probability of lead-sharing behavior. In comparison with those who were proximate to or just acquaintances with recruiters from other entities, lacking both proximity and acquaintances *decreased* the likelihood of sharing leads by

- 73 percentage points in the Regular AF
- 90 percentage points in the AFR
- 82 percentage points in the ANG.

Lead Sharing Between Recruiters from Different Military Services

Because DAF recruiters are sometimes colocated with recruiters from other military services (e.g., a Regular AF recruiting office may be next door to a recruiting office for the U.S. Marine Corps), we also examined lead sharing between DAF and other military services (Figure 4.8).

Military Services Model 1: Does having an *acquaintance* with a recruiter from another service (but not being proximate) matter?

Acquaintanceship with recruiters from other military services was also important. Among recruiters who were acquainted with recruiters in other services but lacked geographical proximity, lead sharing was reported for 73 percent in the Regular AF, 61 percent in the AFR, and 64 percent in the ANG. On average, being acquainted with others *increased* the probability of sharing a lead by

- 54 percentage points in the Regular AF
- 48 percentage points in the AFR
- 59 percentage points in the ANG.

Figure 4.7
Percentages of Regular Air Force, Air Force Reserve, and Air National Guard Recruiters Who Shared Leads with Recruiters from Other Air Force Recruiting Entities

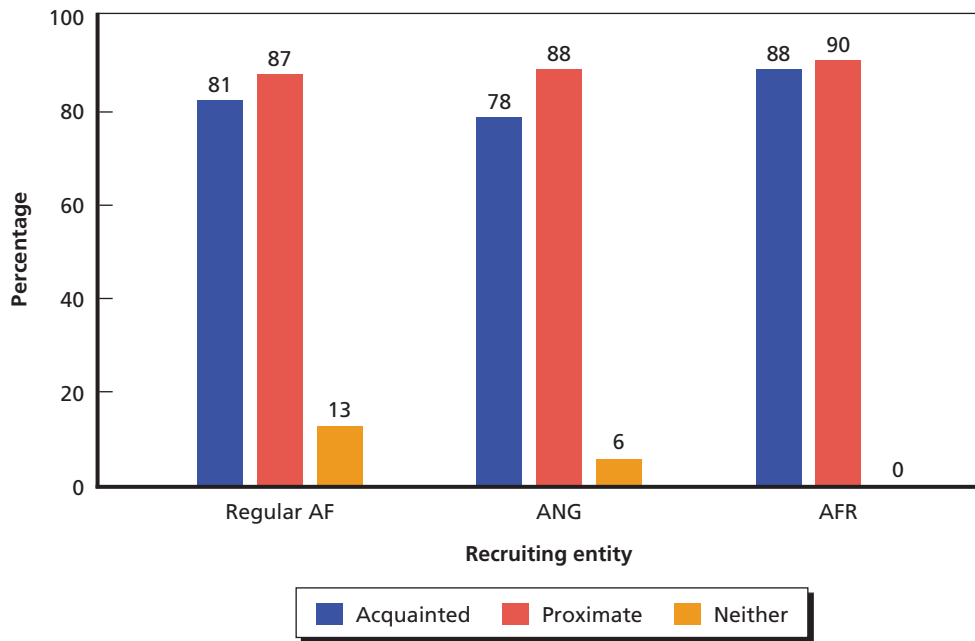
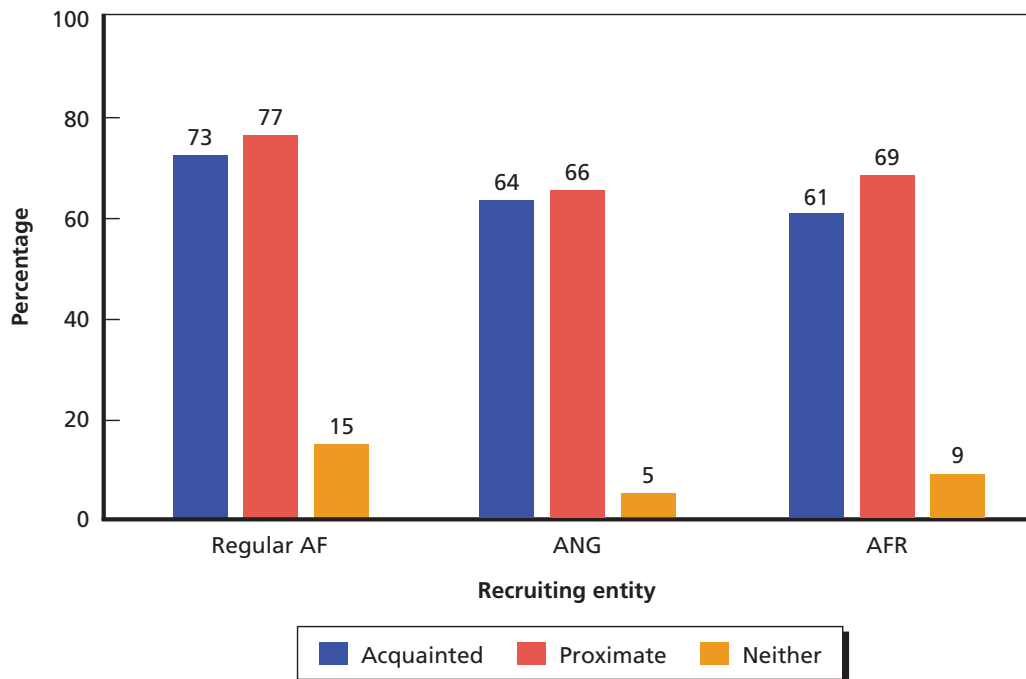


Figure 4.8
Percentages of Regular Air Force, Air Force Reserve, and Air National Guard Recruiters Who Shared with Recruiters from Other Military Services



All models were significant and accounted for 24 percent, 30 percent, and 26 percent of the variance in the model, respectively, indicating that acquaintance relationships are highly influential for lead-sharing behavior between services for recruiters in the Regular AF, AFR, and ANG.

Military Services Model 2: How does being *proximate* to a recruiter from another service compare with being acquainted (but not proximate)?

Just as in our intra-DAF analysis, we compared lead-sharing behavior between recruiters who were proximate to other DAF recruiters and recruiters who were not colocated but had acquaintances from another recruiting entity. The results mirror our findings for lead sharing within the DAF. Proximity appears to have a stronger influence than solely acquaintanceship between recruiters on lead sharing. The likelihood of sharing a lead among recruiters who have acquaintances but lack proximity is *decreased* by

- 22 percentage points in Regular AF
- 16 percentage points the AFR
- 3 percentage points in the ANG.

Military Services Model 3: How does being *neither proximate to nor having an acquaintance* in another service compare with being proximate *or* acquainted?

Of all DAF recruiters in our sample, those who lacked both proximity to and acquaintanceships with recruiters from other military services have a much lower probability of sharing leads with recruiters in other military services when compared with recruiters who have these resources. In comparison with those who were proximate to or just acquaintances with recruiters from other services, the probability of these recruiters sharing leads with other services *decreased* by

- 59 percentage points in the Regular AF
- 55 percentage points in the AFR
- 61 percentage points in the ANG.

Of the control variables (sex, race or ethnicity, tenure as a recruiter, pay grade, and region for Regular AF) used in the model, only tenure had a marginal influence on the relationship between proximity or acquaintanceship and lead-sharing behavior. In general, the longer tenured a recruiter, the less likely that recruiter was to share a lead. This relationship tended to be the strongest for Regular AF and AFR recruiters with seven or more years of experience.¹⁶ Tenure was not a significant control variable in the ANG models. These results indicate that it will be worth looking into how recruiters in different stages of their careers share leads, in order to better understand the extent to which, and how, resources used for encouraging lead sharing should focus on junior versus senior recruiters.

¹⁶ For the Regular AF, 26 percent of respondents fell within 3–6 years, and 20 percent fell within greater than 6; for the AFR, these statistics were 32 percent and 45 percent, respectively.

Why Lead Sharing Is Happening and Perceived Barriers

In addition to assessing the extent to which lead sharing was occurring, some survey items were designed to provide insight into *why* recruiters have shared leads in the past and perceived barriers to lead sharing. These open-ended items allowed respondents to write in their own words why they decided to share—or not share—leads with other recruiting entities, along with their suggestions for encouraging more lead sharing.

Why Are Respondents Sharing Leads?

If respondents indicated in the survey that they had shared a lead with someone in their zone or area from another recruiting entity within the previous three months, they were then asked, “Please describe why you shared a lead(s) with one or more of these recruiting entities.” Similarly, if respondents indicated that they had received a lead from a recruiter from another recruiting entity, they were asked, “Please describe why you think recruiters from one or more of these recruiting entities decided to share leads with you.” These survey questions were designed to understand at qualitative reasons behind lead sharing. Despite being two different questions in the survey, similar themes cut across both sets of responses. Table 4.1 summarizes these results.

Table 4.1
Summary of Respondents’ Reasons for Sharing Leads

Theme	Prevalent Responses from Open-Ended Survey Items
Applicant fit	Something in the interest of the applicant (best fit for the them)—for example, when another DAF recruiting entity would “be a better fit” for the applicant. Also includes reference to qualification of the applicant for another component.
Applicant was not qualified	Recruiter determined that applicant is not qualified, either for the specific recruiting entity or for the DAF.
Relationships with other recruiters	Relationships made it possible; includes references to teamwork.

NOTES: Question 22.3: Please describe why you shared a lead(s) with one or more of these recruiting entities ($n = 888$); and Question 24.3: Please describe why you think recruiters from one or more of these recruiting entities decided to share leads with you ($n = 710$).

Applicant Fit

Of respondents who answered this survey item asking why they shared leads, over half of the responses from each recruiting entity identified the theme of applicant fit. Respondents indicated they shared leads if an applicant had an interest in another recruiting entity or wanted to get more information:

I recruit based on the applicant’s needs, interests, and mindset, not mine. If I cannot sell them that their interests align with the Air National Guard, I will begin selling them on another component, then other branches of the military. —ANG respondent

With regard to why respondents thought that recruiters from other entities shared a lead with them, the most prevalent theme across all entities was also applicant interest or fit:

In my opinion, being a recruiter is not only about seeking the applicants to fill positions but building a rapport with every person you speak with. After talking with an applicant, you feel they would benefit from joining the military to meet career goals, direct them to a recruiter. —AFCS respondent

Applicant Was Not Qualified

An additional theme that captured why some respondents shared leads was that sometimes an applicant was not qualified for a given recruiting entity but might qualify for another part of the Air Force. This reason was mentioned most frequently by Regular AF recruiters:

If the applicant is interested in ROTC or Reserve I give them their contact info. If they are [disqualified] from the Air Force I give them the contact info for the other branches. —Regular AF respondent

Relationships

Relationships with other recruiters was also a theme that cut across all recruiting entities as being a major reason why a lead was shared with them. Comments about relationships focused on topics like the importance of trusted relationships, working well with others, or teamwork. Comments indicated that relationships built trust by “putting a name to a face” and made it easier to call someone up to share a lead:

I introduced myself to the EA recruiters and handed out tons of business cards to them. I let them know I’m not here to steal their leads, but to help out with the recruiting effort in general. I let them know I will hand off EA leads to them as well. —AFROTC respondent

This theme mirrors the quantitative results in this chapter that show the impact that having acquaintances in other recruiting entities has on the probability of lead sharing.

Barriers to Lead Sharing

If recruiters stated they had not directed a lead to a recruiter in their zone or area from another recruiting entity, they were then asked why they did not direct a lead. The purpose of this question was to learn about potential barriers that prevented recruiters from sharing leads. Table 4.2 provides a summary of prevalent themes.

Table 4.2
Summary of Respondents’ Reasons for Not Sharing Leads

Theme	Prevalent Responses from Open-Ended Survey Items
Applicant’s lack of interest in other accessions	The lead did not express interest in the other DAF recruiting entities or in other services.
Not qualified	Lead was disqualified or applicant was not qualified for the DAF in general or for a specific component.
Technological challenges ^a	Comments that dealt with difficulties in how recruiters use or think about technology.
Differences among recruiting entities ^a	Comments that mention differences (e.g., organizational, structural, cultural) among recruiting entities.

NOTES: Question 23_Other: Why did you not transfer/refer/direct any leads to a recruiter from another recruiting entity? (*n* = 57)

^a These themes emerged from a review of comments that were initially coded as “other,” which was a catchall term for comments in response to the survey item in question but that did not fit into the initial a priori themes.

Applicant's Lack of Interest in Other Accessions or Poor Fit

When respondents were asked why they chose to not share a lead, the primary themes had to do with an applicant's lack of interest in other entities or that applicant's disqualification. For example, an AFR respondent described not sharing a lead because the applicant was "not interested in another branch or they were already in touch with that other branch and just shopping around."

Technological Challenges

In a few instances, respondents described how technical challenges prohibited sharing leads:¹⁷

I cannot find an active duty recruiter within 2 hours of me. I would have to Google and [I've] told potential applicants to do that. Potential applicants have tried numbers that they have found but can't get a recruiter to call them back. I'm sure there is a way in AFRISS-TF to locate recruiters but I haven't had that kind of time to investigate. —ANG respondent

No tool to transfer. —AFCS respondent

Differences Among Recruiting Entities

Some respondents noted that differences among the recruiting entities meant that lead sharing was not always a consideration. For example, an AFCS respondent noted, "AF Civilian recruiting is different from Active Military." This example captures the fact that AFCS recruiting, in particular, is typically more closely aligned with private-sector recruiting processes than with recruiting processes in other AF entities. For example, like private-sector organizations, the AFCS recruits individuals in order to fill specific job openings, whereas the other recruiting entities aim to recruit a specified number of individuals into a DAF component, which then places them into specific roles after they have joined.

Ideas for Improving Lead Sharing

In order to learn about recruiters' ideas for improving lead sharing, the survey asked them to describe under what circumstances they thought recruiters would be more willing to share leads with other Air Force recruiting entities. Table 4.3 summarizes the most prevalent themes.

Offer Incentives

The most prevalent theme across all recruiting entities was that incentives would encourage more lead sharing. Respondents from all six recruiting entities stated that incentives would help encourage more lead sharing.¹⁸ Incentive examples mentioned ranged from awards and ribbons to sharing credit with the other recruiter in a way that would count toward promotion points and goals. Respondents suggested that unless there were more of an incentive to share leads, few recruiters would do so:

For the recruiters who are constantly struggling with goal then it would probably encourage them to have some sort of reward system in place for transferring a person that joined another entity. For the recruiters who are generally not struggling as much, they tend to do what is in the best interest of the applicant. —Regular AF respondent

¹⁷ The DAF is aware of the limitations posed by current systems and actively working to address these issues. Chapter Five will address this in further detail.

¹⁸ At the time these survey data were collected, the DAF recognized the importance of incentives and was in the process of designing various incentive programs across the entities.

Table 4.3
Summary of Respondents' Ideas for Improving Lead Sharing

Theme	Prevalent Responses from Open-Ended Survey Items
Offer incentives	Discussion of incentives (including credit, counts toward goal, changes to goal system, bonuses, awards or decorations, etc.) related to lead sharing
Simplify the process with improved technology	Making the process of lead sharing easier or simpler
Build relationships with other recruiters	Importance of or need for building better relationships that facilitate lead sharing
Educate recruiters about other recruiting entities	More or better training that would lead to more lead sharing between recruiting entities
Command climate supportive of lead sharing	Leadership or the command team's role in making recruiters more willing to share leads with other recruiting entities

NOTE: Question 25: Under what circumstances do you think recruiters would be more willing to share leads with other Air Force recruiting entities? For example, what policies, tools, and/or other factors influence decisions to refer or not? ($n = 916$)

Some respondents highlighted concerns about how recruiters received credit for accessions. Struggling to meet goals was often mentioned as a concern:

Recruiting is a numbers game, that is the most important factor in being able to keep your job and to be considered successful. As an In-Service Recruiter you are goaled based on conversion ratio. If there are 2 eligible members separating the AF and they both go either to the AFR or the ANG . . . one recruiter is at 100% and the other is at 0%. One is a super star and the other is a failure. In locations where there is a bigger presence of one component than the other it is extremely difficult. —AFR respondent

Respondents also suggested allocating credit to recruiters in different ways:

[Give] credit to recruiter . . . based primarily upon total gain to Air Force first, then primary accessions source, second. —AFROTC respondent

I think accession credit for both recruiters [the recruiter who shared a lead and the recruiter who accessed the applicant] would be beneficial to sharing more leads amongst the components. —ANG respondent

Simplify Lead Sharing with Improved Technology

Comments about simplifying the process focused heavily on how technology could improve lead sharing. These responses addressed improvements to AFRISS-TF as well as the use of a shared system to facilitate lead sharing, including offering better ways of locating and contacting other recruiters. Technology-oriented comments included examples such as the following:

If we can transfer the lead along with all documents within AFRISS without losing information or documents. Knowing which recruiter to send someone to is vital in the transfer process. —AFR respondent

An easier way to send leads between each entity. —AFR respondent

I have no problem sharing leads . . . I need to figure out how to do it in AFRISS. —ANG respondent

If there was one central database that all programs used. It would make it easier. —USAF respondent

Sharing leads would be easier “if we were on the same system to track leads and/or worked in the same office!” —AFROTC respondent

If we had an [applicant tracking system] where we could forward an applicant to the right entity . . . it has to be something fluid and easy to do. Time management is a big issue! —AFCS respondent

Build Relationships with Other Recruiters

Respondents described how sharing leads would be easier if they had more tools for locating other recruiters. Examples included these:

Use of website where “can type in their zip code and see all different recruiters contact info in one spot and be able to print or email that info.” —Regular AF respondent

Have “direct contact information loaded in AFRISS or provided a directory to transfer leads directly to the owing recruiter.” —Regular AF respondent

A helpful tool would be that when I log in to AFRISS, I can click a button on the top menu bar that says “total force partners in my zone” and then AFRISS magically populates a list. —Regular AF respondent

Everyone may need training/refreshers on what the different entities have to offer, what type of applicants they are looking for, and who is the correct contact for each entity. —USAF respondent

Educate Recruiters About Other Recruiting Entities

Comments about training or educating recruiters mostly focused on the need to provide recruiters with more complete knowledge about the other recruiting entities:

I think a general understanding of our program and what we are looking for. I think recruiters just don’t know what we are about or what we require so they can’t educate/send us leads. —AFCS respondent

Increase knowledge of other branches standards and needs so that referrals can be made. —ANG respondent

Foster a Command Climate Supportive of Lead Sharing

Some comments also addressed command climate or leader support for lead sharing. One respondent’s comment touches on incentives but also highlights the individual’s interpretation of the recruiting culture:

Unfortunately, at the recruiter level, it’s a dog eat dog mentality because we are judged, and held accountable, based on how many people we put in the Air Force. Until there is an actual incentive for recruiters to give away leads, I don’t believe it will ever happen at the level that AFRS expects. —Regular AF respondent

Comments from several recruiting entities reflected distrust and frustration that other recruiting entities “hate us” and think respondents are “‘stealing’ their leads”:

[Another recruiting entity] thinks we steal leads and they constantly tell lies to applicants about our process. —Unattributed respondent

Conversely, a respondent offered the following advice based on the individual’s positive experience with lead sharing:

By creating a trusting environment with the other recruiters, lead sharing in [the respondent’s state] has been commonplace since I arrived. It’s important not just to ask the other recruiters what they need, but actually deliver on those promises and deliver leads to them. In return, they will also deliver leads. Because we all use different systems, most lead sharing is done over email, but it would be much more effective if we were in the same offices and could physically hand over leads to each other. —AFROTC respondent

Comments on the theme of command climate reflect that, for many, the cultural shift to a TFR mindset was incomplete at the local level. Overall, the heavy emphasis on incentives along with comments about recruiter relationships, technology, training, and command climate point to a constellation of areas that can be considered for Air Force initiatives aimed at supporting recruiters.

Conclusion

This chapter provides a comprehensive snapshot of lead-sharing behavior. These results represent baseline data that illustrate what recruiters were doing and thinking as of late 2019 (although several TFR policies were underway at this time, as described in Chapter One, other policies were not yet launched, such as an incentive for lead sharing). Notably, lead sharing was occurring among all six recruiting entities, though the volume of leads shared varied by recruiting entity. While formal systems for capturing leads were being used (AFRISS-TF in particular), most lead sharing was conducted through informal channels. This means that the number of leads being shared is not yet being captured accurately; these missing data could influence the effectiveness of initiatives aimed at increasing lead sharing.

Additionally, survey results established that having an acquaintance in another recruiting entity or military service greatly increased the probability of lead sharing. Proximity to an acquaintance further increased the probability. These results show support for the current push to move some recruiters to locations proximate to others when and where it makes sense, but importantly, they also point to the need for initiatives that help recruiters build and sustain relationships with recruiters from other entities. Recruiters who lack acquaintances from other recruiting entities are at a notable disadvantage when it comes to sharing leads.

Finally, qualitative survey responses shed light on why recruiters elected to share leads. While applicant fit and qualifications were important, comments also highlighted the importance of relationships with other recruiters. When asked why some did not share leads, respondents focused on the applicant’s lack of interest in other entities or their poor fit, as well as

emergent themes highlighting challenges with technology and the sometimes large differences among recruiting entities in terms of their recruiting missions and processes. Respondents' ideas for improving or encouraging lead sharing focused heavily on incentives for recruiters and the need to simplify the lead-sharing process through improvements to technology and information resources to make contact information easier to locate. The importance of relationships once again arose as being important for lead sharing, which offers additional support for the design of structured opportunities involving cross-entity interactions (e.g., integrating the recruiting schoolhouse).

To summarize the survey topics addressed and themes identified in this chapter, please see Table 4.4.

Table 4.4
Comprehensive Summary of Respondents' Lead Sharing Perspectives

TFR	Theme	Prevalent Responses from Open-Ended Survey Items
Reasons for Sharing Leads	Applicant fit	Something in the interest of the applicant (best fit for the them)—for example, when another DAF recruiting entity would “be a better fit” for the applicant. Also includes reference to qualification of the applicant for another component.
	Applicant was not qualified	Recruiter determined that applicant is not qualified, either for the specific recruiting entity or for the DAF.
	Relationships with other recruiters	Relationships made it possible; includes references to teamwork.
Reasons for Not Sharing Leads	Applicant's lack of interest in other accessions	The lead did not express interest in the other DAF recruiting entities or in other services.
	Not qualified	Lead was disqualified or applicant was not qualified for the DAF in general or for a specific component.
	Technological challenges	Comments that dealt with how recruiters use or think about technology.
	Differences among recruiting entities	Comments that mention differences (e.g., organizational, structural, cultural) among recruiting entities.
Ideas to Improve Lead Sharing	Offer incentives	Discussion of incentives (including credit, counts toward goal, changes to goal system, bonuses, awards or decorations, etc.) related to lead sharing
	Simplify the process with improved technology	Making the process of lead sharing easier or simpler
	Build relationships with other recruiters	Importance of or need for building better relationships that facilitate lead sharing
	Educate recruiters about other recruiting entities	More or better training that would lead to more lead sharing between recruiting entities
	Command climate supportive of lead sharing	Leadership or the command team's role in making recruiters more willing to share leads with other recruiting entities

Recruiters' Technology Infrastructure

The DAF has long recognized the need to update and optimize its technology, and A1X (Air Force Plans and Integration) is leading the effort to digitally transform the Air Force's Talent Management Information Technology infrastructure to include recruiting-related functions.¹ As discussed in Chapter Four, recruiters share leads informally because, in many cases, they cannot share leads formally due to the lack of technical connectivity. This digital transformation has the potential to provide a platform that will enhance virtual connectivity among recruiters and improve the management of relationships and interactions for both internal and external stakeholders (e.g., other recruiters and leads, respectively). More advanced technology has the potential to unlock several valuable benefits for the individual recruiter (e.g., improved user experience) and the Air Force (e.g., improved data analytics).

There is currently a lack of common technology infrastructure across the Air Force recruiting enterprise. Although the Regular AF, ANG, and AFR all use AFRISS-TF, the specific configuration and capabilities differ slightly and therefore limit the full advantages of an integrated platform. Table 5.1 summarizes the primary technologies that the six recruiting entities use.

These technologies are the official systems for a given entity; however, there may be varying levels of use among recruiters. Certainly, some of these technologies are mandatory, but we still opted to collect reported technology use. Except for USAFA, the overwhelming majority indicated that respondents used "their" technology *often* or *always*. In contrast, over 80 percent of USAFA respondents indicated that they had never heard of Cvent or never or rarely used it. Accordingly, we excluded Cvent-specific results from subsequent discussions.²

To explore how recruiters view technology, this chapter first presents quantitative results describing the overall levels of satisfaction with currently available technologies, as well as potential drivers influencing these perspectives. Next, we consider the qualitative comments on the perceived limitations and proposed innovations. Taken together, our engagements with the recruiting enterprise indicate a strong desire for new technology infrastructure; however, we caution leaders to avoid viewing a technology infrastructure as a stand-alone solution. As such we conclude by suggesting that the planning and implementation of a technology

¹ This works aligns with the Engage (Lead Generation) line of effort discussed in Chapter 1—specifically, the strategy enabler "Research and Test CRM Software" to connect all six recruiting entities through a single cloud-based system to facilitate lead sharing and refinement.

² During focus groups that were conducted before the survey, junior recruiters (or admission advisers) reported using AMSYS, which is a system that tracks applicants and their profile status. We opted to include Cvent in the survey, given guidance by USAFA recruiting leadership.

Table 5.1
The Different Technologies Used by Recruiting Entities

Recruiting Entity	Primary Technology	Description
Regular AF	AFRISS-TF	A customized system developed by Lockheed Martin for the Air Force. Although these three recruiting entities operate on the same core system, the specific configuration and capabilities differ, so—at this time—they do not seamlessly connect. ^a
AFR	AFRISS-TF	
ANG	AFRISS-TF	
USAFA	Cvent	An event management software that has been highly customized and supplemented with Excel.
AFC5	Yello	An “off-the-shelf” talent acquisition software and recruitment CRM. Yello is supplemented by a more tailored system (ROA).
AFROTC	WINGS	A vendor-provided software that has been highly customized.

NOTES: ROA = Recruitment Opportunity Activity.

^a These recruiting entities have been using AFRISS-TF since 2014. Before that, the AFRS used AFRISS-Legacy from 2002. The Air Force Personnel Center, USAFA, and AFROTC do not have access to AFRISS-TF. See Wade Trahan, “AFRISS Undergoes System Upgrade,” Air Force Recruiting Service, April 9, 2014.

infrastructure among users is just as important as the actual capabilities.³ In line with this perspective, more advanced technology has the potential to unlock several valuable benefits, but the planning and implementation are critical to realizing these benefits.

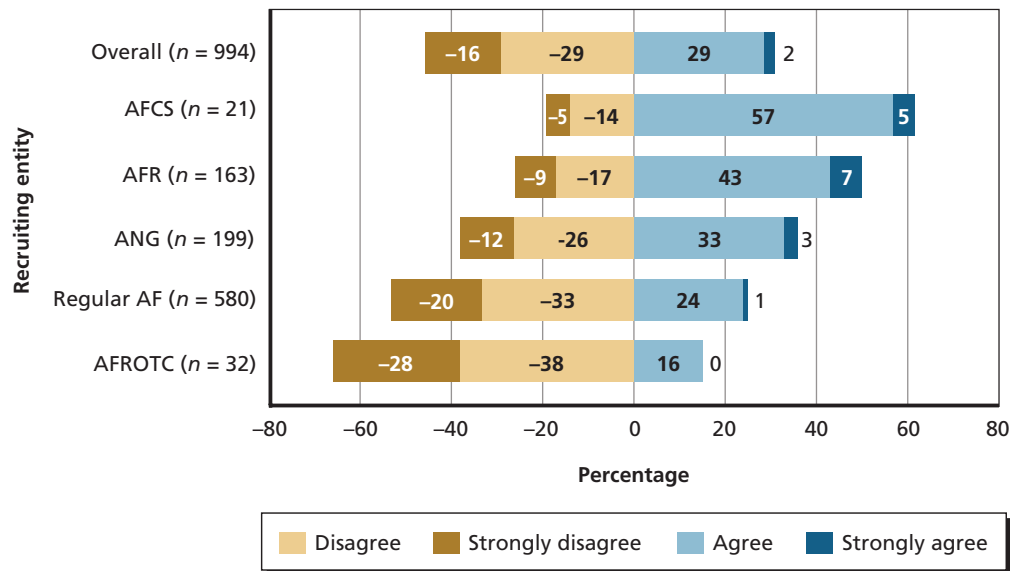
Satisfaction with Current Technologies

We asked recruiters several questions about the technology they use at work and their perceptions of that technology. One survey item addressed recruiters’ global—or overall—satisfaction with the technologies they use on the job. It is important to assess global satisfaction because recruiters’ perceptions of the infrastructure they use daily in their work can contribute to lower productivity as recruiters complete tasks using inefficient technology, and such technology can create work constraints when recruiters do not have access to certain capabilities, such as mobile connection, to best perform their jobs. Both our quantitative and qualitative data demonstrate that technology may be linked to these aforementioned issues. High levels of general dissatisfaction in an Air Force recruiting entity may also suggest a demand for an entity-wide shift in the primary work technology platform.

In Figure 5.1, we provide an illustration of our findings regarding recruiters’ global satisfaction with technology by recruiting entity. Of all respondents, about 45 percent *disagree* or *strongly disagree* that they are satisfied with “the technologies provided.” Furthermore, few recruiters reported especially high satisfaction with technology across entities (i.e., only 2 percent strongly agreed that they are satisfied). There were, however, some important patterns between entities. Recruiters sampled from the AFROTC and the Regular AF appear

³ Organizations should be cautious whenever a technology-oriented solution is proposed without careful consideration of the organizational and people-oriented factors inherent to the problem at hand. Organizations should be alert to the pitfalls of technological determinism in organizational change—this happens when leaders and managers treat technology, rather than people, as the mechanism by which organizations are structured or changed. This perspective underemphasizes the ways in which social systems (i.e., people and processes) interact with technology to shape organizations. Paul M. Leonardi and Stephen R. Barley, “What’s Under Construction Here? Social Action, Materiality, and Power in Constructivist Studies of Technology and Organizing,” *Academy of Management Annals*, Vol. 4, No. 1, 2010, pp. 1–51.

Figure 5.1
Overall Satisfaction with Technologies by Recruiting Entity



NOTE: Question 14: "Overall, I am satisfied with the technologies provided to perform my job" (n = 994). Responses were collected on a 5-point scale. In Figure 5.1 we do not report response option 3 = neither disagree nor agree. Consequently, the percentages for a given recruiting entity will not total 100 percent.

to be the most dissatisfied with work technologies. By contrast, recruiters sampled from the AFR and the AFCS seem to be the least dissatisfied with "the technologies provided."

Potential Driving Factors of Satisfaction with Current Technologies

Overall technology satisfaction (see Figure 5.1) can be influenced by several factors. Guided by the Technology Acceptance Model (TAM)⁴ and our focus groups, we identified six relevant factors that may influence recruiters' perceptions of their primary technology. These factors, the corresponding items, and the source justifying inclusion are presented in Table 5.2.

In Figure 5.2, we display the level of satisfaction recruiters have with each of the factors in Table 5.2 by recruiting entity. Satisfaction is shown in blue, and dissatisfaction is shown in yellow (both represent "agree" and "strongly agree" responses to the respective questions; see Appendix A). Across entities, recruiters indicate lower satisfaction with how well the current technology connects to mobile devices and the degree to which technology contributes to time delays on the job. Of all recruiting entities, AFROTC respondents in our sample had the lowest satisfaction with technologies across all factors except for connectivity. The AFCS, by contrast, demonstrated the highest satisfaction with technology across factors.

Satisfaction with technology may also be influenced by factors unrelated to the technology, such as problems with connecting to the internet (see Figure 5.2). These simple actions, at least in today's marketplace, may negatively shape recruiters' experience using the technology available to them in their work.

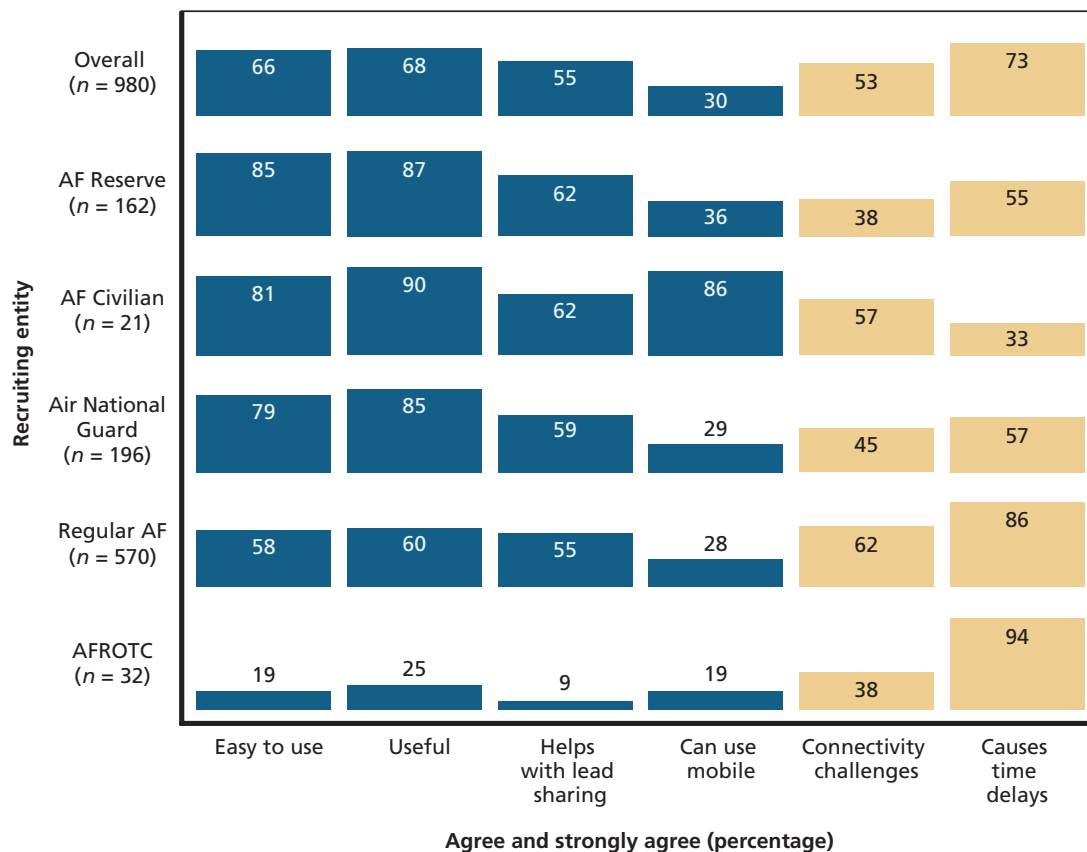
⁴ Fred D. Davis, Richard P. Bagozzi, and Paul R. Warshaw, "User Acceptance of Computer Technology: A Comparison of Two Theoretical Models," *Management Science*, Vol. 35, No. 8, 1989, pp. 982–1003; Nikola Marangunic and Andrina Granic, "Technology Acceptance Model: A Literature Review from 1986 to 2013," *Universal Access in the Information Society*, Vol. 14, No. 1, 2015, pp. 81–95.

Table 5.2
Possible Factors Affecting Technology Satisfaction

Factors	Item	Source
Easy to use	I find [*] is easy to use. I find it easy to get [*] to do what I want it to do.	Adapted from the TAM
Usefulness	Using [*] improves my job performance. I find [*] to be useful in my job.	Adapted from the TAM
Helps with lead sharing	[*] is useful for sharing leads with recruiters from other Air Force recruiting entities.	Focus groups
Can use mobile	I can use mobile capabilities to connect to [*].	Focus groups
Connectivity challenges	Connecting to the [*] affects my ability to use [*] on a regular basis.	Focus groups
Causes time delays	Using [*] sometimes results in time delays that affect my ability to perform my job.	Focus groups

NOTES: [*] refers to the technology specific to an entity. That is, Regular AF respondents would be presented with AFRISS-TF, whereas AFROTC respondents were presented with WINGS. The particular item numbers are 16c and 16d (helpful), 16a and 16b (ease of use), 16e (useful for lead sharing), 16g (mobile capabilities), 16f (time delays), and 16h (connectivity challenges).

Figure 5.2
Levels of Satisfaction with Current Technology



NOTE: "Easy to use," "Useful," "Helps with lead sharing," and "Can use mobile" are positive sentiments (which are indicated in blue) while "Connectivity challenges" and "Causes time delays" are negative sentiments (which are indicated in yellow).

Detailed Accounts of Experiences with Technologies

We also asked recruiters open-ended questions to better understand the quantitative results from the survey.⁵ Many recruiters discussed the current technological limitations and provided ideas for addressing their concerns, and we outline these themes in greater detail in the remainder of this chapter. To summarize, the technologies recruiters utilize to perform critical job functions can both facilitate and hinder their work. Recruiters in our sample acknowledged that there are disadvantages to their current technologies, which often result in time-consuming processes and frustration. Additionally, some of the systems are lacking capabilities that would facilitate TFR initiatives.

Perceived Limitations of Current Technology

For the three entities that use AFRISS-TF—the Regular AF, AFR, and ANG—the recruiters in our sample were most concerned with how AFRISS-TF relates to inefficiencies on the job, mirroring the quantitative results. More specifically, these comments mentioned challenges with time delays, linking work to mobile devices, and internet connectivity. Respondents shared issues that prolong time at work, including connecting to the network and VPN, hardware limitations with laptops and scanners, browser compatibility, and the SF (Standard Form)-86 process. With regard to browser compatibility, recruiters noted that Chrome is their preferred browser, but digital signatures cannot be completed through Chrome. Related to the SF-86, many responses suggested that this process should be completed by the applicant through an online application to decrease processing time.⁶ In addition, respondents noted that navigating AFRISS-TF can be time consuming and that the system often freezes:

Better internet connection for recruiting offices. I spend 2+ hours a day attempting to establish a connection. This connection often is unavailable during a scheduled appointment, which means I am unable to process the appointment and begin processing an applicant. Hours wasted due to no connection. —Regular AF respondent

I need a printer that works. The current one I have has to be turned on and off between printing forms or I get an error message. The drum is worn out but there is not funds to get a new printer or the items I need to maintain the current printer that I have. A small mobile printer and scanner would be helpful also for when I am traveling. —AFR respondent

AFRISS-TF is slow, the digital signature is cumbersome which makes it painful to take the laptop and signature pad with me to meet with applicants or at a career fair/job visit[.] I would like to see corporate technologies incorporated into the AF recruiting. I.e., a sleek iPad that allows me to utilize AFRISS and the applicant can sign digitally with their finger or stylus. —ANG respondent

⁵ We asked the following questions and, based on the responses, used the same coding schemes because the responses were very similar for both questions. For this reason, we will discuss the major themes of these two questions together:

Question 15: What—if any—are some technologies that the Air Force could provide to you that would make your job easier or save you time? ($n = 694$)

Question 17: What—if anything—would you like [*] to be able to do that it currently cannot do? ($n = 487$; database focus)

⁶ In spring 2020, when most recruiting was being completed virtually (due to restrictions from COVID-19), AFRS/RSI was able to expedite and release the online application for applicants to complete most information on their own and have this information transfer directly to AFRISS-TF.

Recruiters from the entities that do not use AFRISS-TF, such as AFROTC and the AFCS, also noted similar challenges. Though concerns were commonly raised by AFROTC recruiters about their experience with WINGS, these comments were sparse relative to those concerning AFRISS-TF. Recruiters sampled from the AFCS were generally the least critical of their infrastructure, consistent with quantitative findings that recruiters from this entity tend to be the least dissatisfied with their respective technology:

WINGS does not work, it is an obstacle to doing the job rather than making it easier. It doubles the amount of time it takes to do basic work. It either has to be completely updated (the Kiosk does not work, we can only input one lead at a time, the QR code reader is unreliable, and there are constantly glitches with the worklists with some leads doubling up and others not appearing), or just find a new system. —AFROTC respondent

Yello is nice but could use improvement. Give users more administrative rights to change hiring managers, change applicant's status (not selecting but hiring manager wants to reconsider them), be good to have more than one hiring manager assigned to position. Having to request a co-worker to request a change from Yello has delayed me weeks to move an applicant (and receiving a response from Yello that they are overloaded with request). We should be able to make easy changes. —AFCS respondent

Proposed Innovations to Technological Capabilities

The recruiters in our sample not only shed light on the problems with the current infrastructure available to them but also provided ideas for improvement. Respondents offered suggestions for expanding the current capabilities. These recommendations included enabling greater integration with other Air Force systems such as TTMS (Technical Training Management Systems) and AF-WIN (AF-Work Interest Navigator), developing mobile versions of current technologies and mobile lead capture applications, and applying key elements of AFRISS-TF functionality to other recruiting entities. One important discrepancy identified between some entities in the open-ended questions was that AFR and ANG are capable of sharing leads with Regular AF, but the reverse is not currently possible. To address connectivity problems with AFRISS-TF, some recruiters recommended allowing for offline functionality.

In addition to providing the foregoing suggestions, recruiters across entities also requested adoption of CRM, a tool used by the cloud-based software company Salesforce. The AFCS was especially interested in having a single platform and a more extensive applicant tracking system. Some of these respondents described having to work with a variety of different platforms, and the inefficiencies associated with reliance on systems that are not interconnected:

If somehow TTMS and AFRISS-TF were one instead of 2 different systems where we have to log in daily to accomplish one Goal. —Regular AF respondent

In my experience, I'm able to send leads to ADAF [active duty Air Force] and to the ANG but the ADAF and ANG don't have the same functionality. —AFR respondent

Better CRM for processing applicants. AFRISS is too restrictive and out dated compared to private sector recruiters. Salesforce platform or similar would be beneficial and free up time to hunt for more leads. Need better technology to be mobile. —ANG respondent

A CRM tool that is reliable, collects applicant data properly, and has proper IT [information technology] architecture. —AFROTC respondent

We need a one stop system that will enable us to focus more on our work. Right now, we utilize Yello, ROA, LinkedIn, Handshake, Talent Direct to capture our work; however, neither of the systems communicate which requires us to extract data manually to capture performance measures. If we had a one system stand-alone that could be married to access data point with one server dedicated to Talent Acquisition performance could be enhanced. With weekly latency issues, time is lost waiting. —AFCS respondent

Given that many of our respondents requested replacing their current technologies with CRM, we briefly summarize some of the potential capabilities that Air Force recruiting could leverage. As shown in Table 5.3, CRM is a centralized platform that allows users to identify, evaluate, communicate with, and track leads. CRM would also allow the Air Force to synchronize marketing efforts across entities, providing a promising alternative to existing infrastructure.

Caution Against Technology Determinism

While comments from respondents suggest that changing the current technologies may reduce inefficiencies, this does not imply that shifting technologies alone will sufficiently address current concerns with inefficiencies. Theoretical models like the widely researched TAM⁷ dem-

Table 5.3
Summary of Customer Relations Management Capabilities

Label	Description
Lead data capture	Allows prospect to fill in information through an emailed link or auto-populates information from the Air Force website if submitted. Also allows manual entry by recruiters, including a quick info-capture function to get basic information at an event.
Lead refinement	Allows call center to prequalify leads and assign recruiters based on component and zip code.
Lead communication	Allows recruiters to create alerts for milestones and to send email or text communications to leads. Also allows recruiters to call and log notes from any discussions or communications.
Lead tracking	Allows recruiters to see every lead file in their bucket, completed documentation, and current status.
Lead sharing	Allows recruiters to reassign leads to other recruiters based on zip code or in other components.
Lead analytics	Allows recruiters to create a customized dashboard for evaluating leads by parameters of their choosing (e.g., qualified versus disqualified, time to Military Entrance Processing Station, milestones completed).
Recruiter calendar and events	Allows recruiters to manage their own calendar (internal to the platform) and task list, and create and share events. Other recruiters (in other flights and squadrons, if not other components) could have access to the events calendar to reduce duplicate attendance or refer leads.
Mobile-friendly interface	Allows for access to all lead records, new lead input, lead communication, calendars, event creation, and recruiter chat in a mobile-friendly app.

⁷ Davis, Bagozzi, and Warshaw, 1989; Marangunic and Granic, 2015; Yuqiong Zhou, "Voluntary Adopters Versus Forced Adopters: Integrating the Diffusion of Innovation Theory and the Technology Acceptance Model to Study Intra-Organizational Adoption," *New Media & Society*, Vol. 10, No. 3, 2008, pp. 475–496.

onstrate that even when technology use is mandated, there can be variations in terms of time (slow versus fast adopters) and engagement levels (voluntary adopters versus forced adopters). There is also the possibility of resistance (doing a work-around for some or all of the functions the new tool is supposed to be used for), unanticipated or unintended uses of a technology (people use the technology differently than expected), or unintended consequences of a technology (e.g., if some data become transparent in a way that data were not before). Thus, mandated use of a technology alone does not mean it will be used in the same way by all or the way the organizational decisionmakers intend it to be used.

To provide greater context for the foregoing assertion, a small percentage of comments from the Regular AF, ANG, and AFR discussed a need for more training on AFRISS-TF. Some respondents requested more instruction on how to use it at the schoolhouse level, while others asked for tutorials on new features as they are introduced. Although this was not the most common theme, it is important to note that some recruiters feel they have had insufficient training on the primary technology supplied to perform their work, and perhaps some of the problems mentioned could be mitigated if more training were provided. If the DAF elects to pursue alternative technologies to better support TFR, such as CRM, training will still be important such that recruiters are familiar with all of the features on the platform and know how to properly use them:

When changes are made (which are extremely often) there should be a tutorial on how to use it. For example, the calendar updates and events. Some RICs [recruiter identification code] in my squadron “played with it” and figured it out, but not everyone has time to do that. The forms are extremely slow, contracts time out the system and completely reboots and must be resigned. Appointments take almost 3 hours with all forms needing to be signed. Overall we have to use it, so it improves my performance so I can make goal. —Regular AF respondent

AFRISS is generally easy to navigate now that I’ve gotten used to it, however it has a decent learning curve and there isn’t a guide to help new RIC’s that are in remote locations. —AFR respondent

AFRISS-TF is a great system but we have never received sufficient training to ensure we are utilizing to its full capability. Recently, I was denied a request to have the AFRISS Team come and train my team. The training that the field has received is TERRIBLE! A mobile version of AFRISS to capture leads would be very beneficial to my team. —ANG respondent

Conclusion

Our survey results demonstrate that recruiters associate primary technologies with inefficiencies caused by time delays, limitations to functionality, and, for AFRISS-TF users, connectivity problems. Some possible methods to address these concerns are extending the current systems and adopting CRM to improve functionality and facilitate centralization across the enterprise. We advise against restricting changes to technology alone, as recruiters must also be adequately *trained* how to use the technologies provided to them for optimal improvement.

Recommendations

Based on the analyses in the previous chapters, we present a summary of the results and recommendations in Table 6.1.¹ In this chapter we elaborate on each of the recommendations.

Table 6.1
Summary of Findings and Recommendations

Area	Findings	Recommendations
TFR knowledge and perspectives (Chapter Three)	- Over 90 percent report knowing what TFR means, but explanations are mixed - A sizable minority of Regular AF and ANG doubt TFR benefits and cite competition as a barrier	- Further define and disseminate a concrete, detailed definition of the end state for TFR - Enhance engagement with recruiters by addressing recruiters' concerns about TFR
Lead sharing (recruiter networks) (Chapter Four)	- Lead sharing is occurring among all recruiting entities - Formally documented leads underrepresent lead sharing in the Air Force - Acquaintanceship and proximity increase the probability of lead sharing - Applicant fit is the primary reason for sharing, and incentives can encourage more sharing	- Fully and individually explore the nature of a lead-sharing relationship with each entity to establish realistic norms based on entity differences - Manage recruiter expectations about the desired flow of leads shared between the different entities - Build and sustain relationships among recruiters from different entities - Use lead-sharing incentives and evaluate their effectiveness - Monitor, and provide support for, informal lead sharing - Assess differences in lead sharing among recruiters
Technology perceptions (Chapter Five)	Primary recruiter technologies have time delays and are not interoperable, but some entities' technologies are perceived as useful	- Plan for how technology (e.g., a single CRM tool or other options) will support larger TFR objectives - Determine how the organization, policy, and training for technology should be aligned to TFR

¹ As noted in Chapter Two, it is important to acknowledge that the survey data we used to make these recommendations have some limitations: (1) while we had relatively strong response rates overall and respondents reflected the recruiter population writ large, we did not receive data from *all* recruiters, thus not all recruiter voices are represented in these data; (2) there was some nonresponse (meaning some people skipped some survey items), though overall nonresponse reflected the intended design of the survey; and (3) we realize each DAF recruiting entity is unique in terms of its size and culture, so we took care to make comparisons across entities only when it made sense (e.g., Chapter Four's analysis, which focuses on the three largest recruiting entities).

Total Force Recruiting Knowledge

Further Define and Disseminate a Concrete, Detailed Definition of the Total Force Recruiting End State

Although awareness of the TFR concept was widespread, interpretations of its meaning varied among respondents. We recommend that TFRC leaders define and disseminate a concrete, detailed definition of what the end state for TFR resembles for all stakeholders. We highlight two points. First, be more explicit about who should be involved in TFR—that is, specifically naming each of the six entities: Regular AF, AFR, ANG, USAFA, AFROTC, and AFCS. To achieve a TFR vision, recruiters must know who is involved in TFR and therefore should be able to recite these six entities with ease. In other words, to increase collaboration, a practical first question is: Who should this collaboration be between? Second, develop clear guidelines for what TFR means for the daily life of a recruiter. For example, one approach to describing TFR in detail is the use of stories or vignettes to depict how recruiters work toward TFR goals.

Enhance Engagement with Recruiters by Addressing Recruiters' Concerns About Total Force Recruiting

In addition to making TFR definitions and examples more concrete and relatable for recruiters, TFRC leaders should address recruiters' concerns about TFR as well as opinions about the benefits of TFR (as described in Chapter Three). Regularly engaging with recruiters can inform policies that may help mitigate potential negative or unintended consequences of TFR.

Lead-Sharing Recommendations

Fully and Individually Explore the Nature of a Lead-Sharing Relationship with Each Entity

In the qualitative findings, comments highlighted the unique relationships between pairs of entities. For example, the relationship between the Regular AF and the ANG is different from that between the Regular AF and USAFA. As such, facilitating direct conversations about the realistic nature of these relationships is beneficial. We suggest that each entity examine its individual relationship with the five other entities and determine the following:

- Flow: How much sharing is desirable?
- Direction: Should some entities receive more than they direct?
- Process: What are alternative methods for sharing leads (until a shared technology platform can be implemented)?

Once these issues are addressed (between each pair of recruiting entities), leaders will be better positioned to envision how lead sharing should occur throughout the enterprise. For example, to complement lead sharing on the individual recruiter level, explore formal lead-sharing channels that entities can establish with one another.²

² Relatedly, it is worth monitoring how recruiters in different stages of their career typically share leads (e.g., for the Regular AF and AFR).

Manage Recruiter Expectations About the Desired Flow of Leads Shared Between the Different Entities

Communicate with recruiters about what lead sharing should look like for all six entities (i.e., the expected flow of leads shared) to manage recruiters' expectations about sharing leads with other recruiting entities. Communicating these expectations can also help build trust among recruiters and further define TFR; for example, some survey comments indicated that some respondents were sharing more leads than they received and that this felt unfair. If recruiters in these entities are better informed about lead-sharing expectations, they may be less likely to feel frustrated or lose trust in others if they experience an imbalance in the number of leads they share and receive.

Build and Sustain Relationships Among Recruiters from Different Entities

To increase the probability of sharing leads, we recommend that TFRC leaders focus on building relationships among recruiters from different entities. Our lead-sharing analyses indicate that having acquaintances in other recruiting entities (even without being proximate) increases the probability of sharing leads by a high margin. Proximity further increases the probability of sharing leads, though there are several factors that affect whether recruiters can be physically proximate (e.g., cost of moving recruiters, relevant characteristics of a location and population). In addition to ongoing efforts related to colocating and combining field offices,³ the TFRC should develop several avenues for building and maintaining social ties among recruiters in the different recruiting entities. Each recruiter should ideally have a personal social network of recruiters from other entities that he or she knows, trusts, and can easily and efficiently contact. These efforts are particularly critical for recruiters who are neither proximate to nor well acquainted with other recruiters.

Use Lead-Sharing Incentives and Evaluate Their Effectiveness

Many respondents mentioned that various types of incentives would help increase lead sharing among components. At a TFRC meeting in December 2019, shortly after the survey was administered, TFRC leaders explained that an incentive initiative was going to be implemented for some recruiters (in particular those in the Regular AF and AFR) to encourage more lead sharing where data would to be tracked through AFRISS-TF. Leaders can evaluate how well this or similar incentive policies work to increase lead-sharing behavior. For example, evaluation might include a quasi-experimental design by comparing similar geographic areas with different incentives to determine which incentive produced more lead sharing or systematically collecting information about recruiters' attitudes toward the incentives (e.g., through surveys or focus groups). Evaluating the effectiveness of an incentive also means watching out for unintended consequences; for example, if recruiters in some entities are expected to share fewer leads than other recruiters, they feel that the incentive policy is unfair, which can harm trust and morale among recruiters.

Monitor and Provide Support for Informal Lead Sharing

If databases such as AFRISS-TF continue to be used for tracking lead sharing in order to allocate incentives or inform other policy measures, take steps to make sure formal lead sharing is

³ As noted in Chapter One, the TFRC initiative on colocating and combining field offices when and where it makes sense helps increase the number of proximate Regular AF, AFR, and ANG recruiters.

not too burdensome for recruiters. For example, if sharing a lead via AFRISS-TF is time consuming, a recruiter may use a faster, informal method like a phone call and not receive credit for sharing the lead, or the recruiter may choose to not share the lead at all in order to save time. Likewise, because not all recruiters use the same databases, consider alternative ways of tracking lead sharing, including methods for capturing informal lead-sharing data.

Assess Differences in Lead Sharing Among Recruiters

Some recruiters may share more leads than other recruiters. For example, results indicate potential differences among junior recruiters (those with zero to three years of experience) and more-senior recruiters, particularly that those with more than six years of experience in the Regular AF or AFR might share leads less often. Future research could further investigate the differences among these groups. One explanation may be that the day-to-day tasks of junior and senior recruiters vary substantially; it is also possible that cultural shifts related to TFR affect attitudes and behaviors of junior and senior recruits in different ways (e.g., junior recruits may have more exposure to TFR information, which may affect lead-sharing behavior).

Technology Recommendations

Plan for How Technology Will Support Larger Total Force Recruiting Objectives

When introducing a new technology, it is important to identify user needs to inform technological approaches that can support both recruiters and DAF goals. For example, while some lead sharing was occurring across all six recruiting entities at the time of this survey, results indicate that if leaders want lead sharing to increase, it will be worth investing in technologies that are interoperable across recruiting entities. Interoperability can be improved in different ways, such as making improvements to AFRISS-TF to benefit the Regular AF, AFR, and ANG specifically or introducing other technologies such as a CRM to support lead sharing across all six recruiting entities. Additionally, leaders can look into a suite of policies and procedures to improve lead-sharing efficiency—for example, ensuring that contact information for other recruiters is readily available, providing recruiters with “cheat sheets” that summarize what other recruiters require in applicants, or building acquaintance networks among recruiters so that every recruiter has at least one go-to contact in each recruiting entity to encourage lead sharing.

Determine How the Organization, Policy, and Training for Technology Should Be Aligned to Total Force Recruiting

Technological changes in an organization do not, in and of themselves, change how the organization functions. If an organization plans to use a new technology or technology solution as the primary means for implementing organizational change, the change is likely to fail because the other parts of the organization—i.e., people, processes, and structure—have been ignored. A large-scale implementation of technology, such as the introduction of a CRM product, should ideally be done in support of larger organizational goals. A successful implementation means that both user needs and organizational goals are met; however, if either is not met, the implementation may fail.

Conclusion

Departing from decades of entrenched recruiting practices and structures, the DAF has made tremendous progress toward the planning and implementation of TFR. No longer will individuals be recruited to a specific recruiting entity; instead, they will be recruited to the DAF. This shift has the potential to unlock many benefits. Perhaps most noteworthy is the U.S. public's greater access to the highly diverse set of opportunities and conditions that one of the United States' largest employers has to offer. To fully realize these benefits, however, more work remains. Overall, these recommendations highlight that building and sustaining relationships among recruiters from different DAF recruiting entities matters when it comes to facilitating lead sharing. Additionally, individual recruiters' ability to understand and embrace the differences between their entity and the other entities (e.g., the Regular AF and the ANG) matters when it comes to how they adopt a TFR perspective. This report describes how senior leaders can use findings from the survey tool to determine where best to allocate their limited resources given the current state of TFR.

Total Force Recruiting Panel—Technology and Integration Survey

This appendix presents the Total Force Recruiting Panel—Technology and Integration (TFRP-T&I) Survey. Throughout this report, we refer to this survey as the T&I Recruiter Survey. It was administered from mid-November 2019 to mid-January 2020 through a secure online platform, which was programmed and managed by RAND’s Survey Research Group.

Programming notes are in blue.

Variables and response values are in red.

Universal rules:

9999 = Nonresponse

-9999 = Appropriately skipped

[Consent START]

Background

TOTAL FORCE RECRUITING PANEL— TECHNOLOGY AND INTEGRATION (TFRP-TI) SURVEY

The Deputy Assistant Secretary of the Air Force for Force Management Integration (SAF/MRM) is sponsoring this work. This survey is completely voluntary. There is no penalty if you decide not to complete the survey or choose not to respond to certain questions within the survey. If you participate, do NOT comment on classified or operationally sensitive information.

RAND is administering this survey to recruiters in the Regular Air Force, Air National Guard, Air Force Reserve, Air Force Academy, Air Force ROTC, and Air Force Civilian Service. This survey is designed with recruiters in mind, but other positions involved in Air Force recruiting are also welcome to take this survey.

RAND will NEVER provide identifiable information to the military. No military personnel will ever have access or see your individual survey responses, nor will RAND release any data that could identify you to anyone in the Air Force, any DoD agencies, or anyone else. We take this very seriously.

**IF YOU HAVE READ THE INFORMATION ABOVE AND CONSENT TO
PARTICIPATE IN THIS PROJECT, PLEASE CLICK NEXT TO BEGIN THE SURVEY.**

[Consent END]

Intro Questions

1. Are you currently involved in recruiting for the U.S. Air Force? **intro_q1**

☐ Yes **1**

☐ No **0**

[If respondent answers no to the “recruiter” question, then the respondent skips to end of survey]

2. How long have you been a **[X]**? _____ years **intro_q2_1** _____ months **intro_q2_2**

[For Air Force Civilian Service, X is “Talent Acquisition Consultant.” For all other cases, X is “recruiter”]

3. If given the choice, what is the likelihood that you would choose to remain as a recruiter (as opposed to returning to your AFCS)? **intro_q3**

☐ Likely **1**

☐ Maybe **2**

☐ Not Likely **3**

[-9999, or appropriate skip, for Air Force Civilian Service, because “Talent Acquisition Consultants” do not have an AFCS]

[Launch START]

RAND was asked to evaluate the impact of new technology and integration efforts on recruiters’ day-to-day activities. To understand the real effects of these recruiting-related initiatives, we need you to respond as honestly as possible. This survey is NOT about evaluating recruiters; it is about allowing recruiters to share their unfiltered perspectives so that senior leaders can better support you.

[Launch END]

Section 1: Time Use

- To get a general sense of how you spend your time during an **average month**, please rank the following seven activities in order **from the most time spent to least time spent**. If there is another activity that you spend significant time on during an average month that is not listed below, please specify that activity in one of the spaces marked “other.” *Click each statement to add your ranking; 1 = most time spent.* [\[Possible answers between 1 and 8\]](#)

Ranking	Activity
Most time spent q1a	a. Interact with prospect/lead/applicant(s)—“in the field” Includes communication occurring out-of-office and in-person such as in schools, in your zone, or at other local recruiting events aimed at generating interest and/or awareness about joining the U.S. Air Force (to include virtual recruiting fairs). (NOTE: This does not include travel time if meeting is in person.)
q1b	b. Interact with prospect/lead/applicant(s)—“in the office” Includes communication occurring from your office to include in-person meetings, emails, text messages, phone calls on topics such as determining interest, nurturing relationships, conducting the pre-qualification appointment, administering the MEPS process briefs, etc.
q1c	c. Interact with influencers of prospect/lead/applicant(s) Includes in-person meetings, emails, text messages, phone calls, etc. on work-related topics. Examples of “influencers” include parents, teachers, friends, etc. (NOTE: This does not include travel time if meeting is in person.)
q1d	d. Interact with others in relation to your work Includes in-person meetings, emails, text messages, phone calls, etc. on work-related topics. Examples of “others” include other recruiters, government personnel, and contractors; (NOTE: This does not include travel time if meeting is in person and this does not include time with prospects, leads, applicants, or their influencers.)
q1e	e. Manage prospect/lead/applicant information (not including “interaction” activities) For example, entering information into the database of record (e.g., AFRISS-TF). This can occur in the office, at home, or at some other remote location.
q1f	f. Conduct administrative work that is not recruiting-specific Can include computer-based training, miscellaneous office work, etc.
q1g	g. Travel for work Can include travel to recruiting events, driving around your zone, etc. (NOTE: Does not include commute time.)
Least time spent q1h	h. Other

[NOTE: Although presented first, question 1 was administered at the very end of the survey.]

2. On average, how long does it take you to determine the eligibility/qualifications of a single individual?

[Two dropdown menus with (a) hours & (b) minutes, 15 min intervals; also a “Not Applicable” option]

Hour(s) q2a	0 0	minutes(s) q2b	0 0	Not applicable q2c
	1 1		15 15	
	2 2		30 30	
	3 3		45 45	
	4 4			
	5 5			
	6 6			
	7 7			
	8 8			
	9 9			
	10 10			
	11 11			
	12 12			

3. On average, how long does it take you to complete an SF-86 (Questionnaire for National Security Positions) for a single applicant (i.e., entering casefile information, entering lead into WINGS)?

[Two dropdown menus with (a) hours & (b) minutes, 15 min intervals; also a “Not Applicable” option]

Hour(s) q3a	0 0	minutes(s) q3b	0 0	Not applicable q3c
	1 1		15 15	
	2 2		30 30	
	3 3		45 45	
	4 4			
	5 5			
	6 6			
	7 7			
	8 8			
	9 9			
	10 10			
	11 11			
	12 12			

4. On average, how long does it take you to complete the required forms for a single applicant (e.g., finalizing the digital signatures)?

[Two dropdown menus with (a) hours & (b) minutes, 15 min intervals; also a “Not Applicable” option]

Hour(s) q4a	minutes(s) q4b	Not applicable q4c
0 0	0 0	
1 1	15 15	
2 2	30 30	
3 3	45 45	
4 4		
5 5		
6 6		
7 7		
8 8		
9 9		
10 10		
11 11		
12 12		

5. On average, how many hours per week do you spend interacting with MEPS [Military Entrance Processing Station]?

[Write-in with numeric values only; no more than 168; also a “Not Applicable” option]

Hour(s) _____ **q5a**

Not applicable **q5b**

6. On average, how many hours per week do you spend dealing with the waiver and medical clearance process?

[Write-in with numeric values only; no more than 168; also a “Not Applicable” option]

Hour(s) _____ **q6a**

Not applicable **q6b**

7. On average, how many hours per week do you work?

[Write-in with numeric values only; no more than 168]

Hour(s) _____ **q7**

8. On average, how many days per week do you work during traditionally nonwork hours (e.g., bring work home in the evenings or work on the weekend)?

[Dropdown menu with range of 0–7 days]

day(s) q8	0 0
	1 1
	2 2
	3 3
	4 4
	5 5
	6 6
	7 7

Please indicate your level of agreement or disagreement with the statements below.

9. I have enough time to accomplish my job duties. q9

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
1	2	3	4	5
☐	☐	☐	☐	☐

10. I have too much work to do. q10

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
1	2	3	4	5
☐	☐	☐	☐	☐

11. [For military recruiters] All things considered, what is the likelihood that experienced recruiters can make goal/mission in your zone/area? q11

[For Air Force Civilian Service] All things considered, what is the likelihood that experienced TA [Talent Acquisition] consultants can fill open vacancies? q11

Not at all Likely	Slightly Likely	Moderately Likely	Very Likely	Extremely Likely
1	2	3	4	5
☐	☐	☐	☐	☐

Section 2A: Technology for Recruiting

In this section, we ask about some technologies aimed at managing information about a prospect/lead/applicant.

12. Internet connectivity in my office has sufficient capability (reliability and speed). **q12**

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
1	2	3	4	5
☐	☐	☐	☐	☐

13. Please indicate how often you use the following technologies in your job:

	Never	Rarely	Sometimes	Often	Always	Never Heard of It
	0	1	2	3	4	9
a. AFRISS-TF q13a	☐	☐	☐	☐	☐	☐
b. Cvent q13b	☐	☐	☐	☐	☐	☐
c. Yello/ROA q13c	☐	☐	☐	☐	☐	☐
d. WINGS q13d	☐	☐	☐	☐	☐	☐
e. Mobile Lead Capture App (MLCA; Recruiting Kiosk) q13e	☐	☐	☐	☐	☐	☐
f. AF-Work Interest Navigator (AF-WIN) q13f	☐	☐	☐	☐	☐	☐
g. 5-Star lead scoring q13g	☐	☐	☐	☐	☐	☐
h. Other _____ (please specify) q13h	☐	☐	☐	☐	☐	☐

[Skip Logic: Only technologies that the respondent reports “rarely, sometimes, often, and always” using from item 13 will show up as response options in 13.1. If the respondent selects “never” or “never heard of it” options for all technologies, the respondent will skip to item 14.]

13.1 I find the following technologies helpful to perform my job:

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
	0	1	2	3	4
a. AFRISS-TF q13_1a	☐	☐	☐	☐	☐
b. Cvent q13_1b	☐	☐	☐	☐	☐
c. Yello/ROA q13_1c	☐	☐	☐	☐	☐
d. WINGS q13_1d	☐	☐	☐	☐	☐
e. Mobile Lead Capture App (MLCA; Recruiting Kiosk) q13_1e	☐	☐	☐	☐	☐
f. AF-Work Interest Navigator (AF-WIN) q13_1f	☐	☐	☐	☐	☐
g. 5-Star lead scoring q13_1g	☐	☐	☐	☐	☐
h. Other _____ (please specify) q13_1h	☐	☐	☐	☐	☐

14. Overall, I am satisfied with the technologies provided to perform my job. **q14**

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
1	2	3	4	5
☐	☐	☐	☐	☐

15. What—if any—are some technologies that the Air Force could provide to you that would make your job easier or save you time? **q15**

[Provide a text area where respondent can write answer]

Section 2B: Database Specific Questions

16. How much do you disagree or agree with the following statements about [DATABASE OF RECORD]?

RegAF, AFR, ANG = AFRISS-TF

Air Force Academy = Cvent

Civilian Service = Yello/ROA

ROTC = WINGS

	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
	0	1	2	3	4
a. I find [XXX] is easy to use. q16a	☐	☐	☐	☐	☐
b. I find it easy to get [XXX] to do what I want it to do. q16b	☐	☐	☐	☐	☐
c. Using [XXX] improves my job performance. q16c	☐	☐	☐	☐	☐
d. I find [XXX] to be useful in my job. q16d	☐	☐	☐	☐	☐
e. [XXX] is useful for sharing leads with recruiters from other Air Force recruiting entities. q16e	☐	☐	☐	☐	☐
f. Using [XXX] sometimes results in time delays that affect my ability to perform my job. q16f	☐	☐	☐	☐	☐
g. I can use mobile capabilities to connect to [XXX]. q16g	☐	☐	☐	☐	☐
h. Connecting to the [XXX] affects my ability to use [XXX] on a regular basis (e.g., once per week or more). q16h	☐	☐	☐	☐	☐

17. What—if anything—would you like [XXX] to be able to do that it currently cannot do? q17

[Provide a text area where respondent can write answer]

Section 3: Total Force Recruiting

18. Before taking this survey, how familiar were you with the phrase “Total Force Recruiting”? **q18**

- ☐ Never heard the phrase **1**
- ☐ Heard of it, but I was not sure what it meant **2**
- ☐ Heard of it and I knew what it meant **3**

[Skip logic: If response option 1 (“Never heard the phrase”) is selected, skip to item 21.]

18.1 In your own words, please describe what “Total Force Recruiting” means to you. **q18_1**

[Provide a text area where respondent can write answer]

19. What benefits/opportunities—if any—do you think a “Total Force Recruiting” model would create in your day-to-day work as a recruiter? **q19**

[Provide a text area where respondent can write answer]

20. What barriers—if any—would you face in applying “Total Force Recruiting” to your day-to-day work as a recruiter? **q20**

[Provide a text area where respondent can write answer]

Section 4: Networks Among Recruiters/Talent Acquisition Consultants

[IF ANSWERED “NEVER HEARD THE PHRASE” IN QUESTION 16, DISPLAY: “Because you answered ‘I’ve never heard of the phrase’ to question 16, you are skipping to question 19.”]

21. Do you know any recruiters from the following recruiting entities who also recruit from your same zone/area?

	Yes	No
Recruiting Entities	1	2
a. Regular Air Force (i.e., Active Duty) q21a	☐	☐
b. Air Force Reserve q21b	☐	☐
c. Air National Guard q21c	☐	☐
d. Air Force Academy q21d	☐	☐
e. Air Force ROTC q21e	☐	☐
f. Air Force Civilian Service q21f	☐	☐
g. Other service (Army, Navy, Marine Corps, Coast Guard) q21g	☐	☐

[Skip Logic: Only the “yes” response options from item 21 will be presented as response options in 21.1. If all “no” response options are selected, skip to item 22.]

- 21.1 Is your office currently located near recruiter(s) from the following recruiting entities (e.g., in the same building, next door, or within a short walk)?

	Yes	No
Recruiting Entities	1	2
a. Regular Air Force (i.e., Active Duty) q21_1a	☐	☐
b. Air Force Reserve q21_1b	☐	☐
c. Air National Guard q21_1c	☐	☐
d. Air Force Academy q21_1d	☐	☐
e. Air Force ROTC q21_1e	☐	☐
f. Air Force Civilian Service q21_1f	☐	☐
g. Other service (Army, Navy, Marine Corps, Coast Guard) q21_1g	☐	☐

22. In the past 3 months, have you transferred/referred/directed a lead in your zone/area to any of the following recruiting entities?

Recruiting Entities	Yes	No
	1	2
a. Regular Air Force (i.e., Active Duty) q22a	☐	☐
b. Air Force Reserve q22b	☐	☐
c. Air National Guard q22c	☐	☐
d. Air Force Academy q22d	☐	☐
e. Air Force ROTC q22e	☐	☐
f. Air Force Civilian Service q22f	☐	☐
g. Other service (Army, Navy, Marine Corps, Coast Guard) q22g	☐	☐

[Skip logic: Only the “yes” response options from item 22 will be presented as response options in 22.1. If “yes” for any in item 22, the respondent will answer items 22.1–22.3, then skip to item 24. If all “no” response options are selected, skip to item 23.]

- 22.1 In the past 3 months, approximately how many leads have you transferred/referred/directed in your zone/area to any of the following recruiting entities?

Recruiting Entities	Number of Leads
	[Dropdown Menu]
a. Regular Air Force (i.e., Active Duty) q22_1a	[Select: 0–10+]
b. Air Force Reserve q22_1b	[Select: 0–10+]
c. Air National Guard q22_1c	[Select: 0–10+]
d. Air Force Academy q22_1d	[Select: 0–10+]
e. Air Force ROTC q22_1e	[Select: 0–10+]
f. Air Force Civilian Service q22_1f	[Select: 0–10+]
g. Other service (Army, Navy, Marine Corps, Coast Guard) q22_1g	[Select: 0–10+]

Dropdown Menu Coding Scheme: “Select: 0–10+”

0 0	4 4	8 8
1 1	5 5	9 9
2 2	6 6	10+ 10
3 3	7 7	

22.2 How did you share the lead(s) with the . . . *Choose all that apply.*

Recruiting Entities	Please Select All That Apply
a. Regular Air Force (i.e., Active Duty)	☐ 1 Told the lead about another recruiting entity q22_2_1a
b. Air Force Reserve	
c. Air National Guard	☐ 1 Gave the lead personal contact information for a recruiter from another recruiting entity (e.g., email, phone) q22_2_1b
d. Air Force Academy	
e. Air Force ROTC	
f. Air Force Civilian Service	☐ 1 Gave the lead generic contact information for this recruiting entity (e.g., directed to a website; shared a phone number) q22_2_1c
g. Other service (Army, Navy, Marine Corps, Coast Guard)	☐ 1 Gave a recruiter from this entity the lead's contact information informally (e.g., email, phone) q22_2_1d
	☐ 1 Gave a recruiter from this entity the lead's contact information formally (e.g., through AFRISS-TF) q22_2_1e
	☐ 1 Other (please specify) _____ q22_2_1f

22.3 Please describe why you shared a lead(s) with one or more of these recruiting entities. **q22_3**

[Provide a text area where respondent can write answer]

[Skip Logic Reminder: Those who answered “yes” to any options in question 22, do not answer 23]

23. Why did you not transfer/refer/direct any leads to a recruiter from another recruiting entity? **q23**☐ I considered directing a lead, but chose **not** to. 1 Please describe why: **q23_other**☐ I did **not** consider directing a lead. 2 Please describe why: **q23_other**

24. In the past 3 months, has a recruiter in your zone/area from any of the following recruiting entities transferred/referred/directed a lead to you?

	Yes	No
Recruiting Entities	1	2
a. Regular Air Force (i.e., Active Duty) q24a	☐	☐
b. Air Force Reserve q24b	☐	☐
c. Air National Guard q24c	☐	☐
d. Air Force Academy q24d	☐	☐
e. Air Force ROTC q24e	☐	☐
f. Air Force Civilian Service q24f	☐	☐
g. Other service (Army, Navy, Marine Corps, Coast Guard) q24g	☐	☐

[Skip Logic: If “no” for all options at question 22, skip to 23.]

- 24.1 In the past 3 months, approximately how many leads in your zone/area have been shared with you by the following recruiting entities?

	Number of Leads
Recruiting Entities	[Dropdown Menu]
a. Regular Air Force (i.e., Active Duty) q24_1a	[Select: 0–10+]
b. Air Force Reserve q24_1b	[Select: 0–10+]
c. Air National Guard q24_1c	[Select: 0–10+]
d. Air Force Academy q24_1d	[Select: 0–10+]
e. Air Force ROTC q24_1e	[Select: 0–10+]
f. Air Force Civilian Service q24_1f	[Select: 0–10+]
g. Other service (Army, Navy, Marine Corps, Coast Guard) q24_1g	[Select: 0–10+]

[Skip Logic: The participant will only be presented recruiting entities in 24.2 that the participant reports leads being received from in item 24.1. The column on the right (detailing how the leads were shared) will be asked for each recruiting entity that the participant reports receiving leads from.]

24.2_1 _1 1 Regular Air Force q24_2_1a; _2 1 AFR q24_2_1b; _3 1 ANG q24_2_1c;
 _4 1 USAFA q24_2_1d; _5 1 ROTC q24_2_1e; _6 1 AFCS q24_2_1f;
 _7 1 other q24_2_1g

24.2 How were the lead(s) shared with you by the . . .

Recruiting Entities	Please Select All That Apply
a. Regular Air Force (i.e., Active Duty)	☐ 1 The lead was told about my recruiting entity q24_2_2a
b. Air Force Reserve	☐ 1 The lead was given my personal contact information by a recruiter from this entity q24_2_2b
c. Air National Guard	☐ 1 The lead was given my recruiting entity's generic contact information by a recruiter from this entity q24_2_2c
d. Air Force Academy	☐ 1 A recruiter from this entity gave me the lead's contact information informally (e.g., email, phone) q24_2_2d
e. Air Force ROTC	☐ 1 A recruiter from this entity gave me the lead's contact information formally (e.g., through AFRISS-TF) q24_2_2e
f. Air Force Civilian Service	☐ 1 Other q24_2_2f (please specify) _____
g. Other service (Army, Navy, Marine Corps, Coast Guard)	☐ 1 q24_2_2f-other

24.3 Please describe why you think recruiters from one or more of these recruiting entities decided to share leads with you. q24_3

[Provide a text area where respondent can write answer]

25. Under what circumstances do you think recruiters would be more willing to share leads with other Air Force recruiting entities? For example, what policies, tools, and/or other factors influence decisions to refer or not? q25

[Provide a text area where respondent can write answer]

Page Break in the Survey

Thank you for completing this survey!

Survey Data Preparation

This appendix describes how the T&I Recruiter Survey data were prepared for analyses.

Data Merging and Cleaning

In order to protect the confidentiality of respondents, a RAND liaison to the Air Force merged T&I Recruiter Survey data with Air Force personnel data about the respondents on Air Force systems. In this way, we could gather basic demographic data about respondents without identifying them. The merged data files were then provided to RAND via Kiteworks for data analysis.

To check that data were merged correctly, we took two steps. First, we examined that respondents from specific entities selected the database of record appropriate to their organization (e.g., AFRISS-TF versus other options in Q13, which asks how often a respondent used a given technology). There were no misalignments (in which a respondent used a technology that would typically be used by another recruiting entity).

Second, we retrieved data on respondents' tenures as recruiters from personnel data and compared that with respondents' equivalent self-reported answers in the survey data. While it was likely that these data points would differ slightly, we looked for any larger-scale differences as a way to check whether something seemed misaligned.

We identified a list of 26 cases in which differences among tenure variables differed by more than 30 percent. We carefully examined these cases, but there were no discernible patterns to explain the difference in tenure variables. Additionally, three of the 26 cases has missing data (in which the respondent filled out less than 80 percent of the survey). Based on these observations, we decided against cutting respondents and elected to examine all responses to questions relevant to our analysis.

Definitions of Measurement Constructs

Lead-Sharing Measures

Acquainted. Respondents are counted as being acquainted with other recruiters if they responded "yes" to knowing any recruiters in their zone or area from at least one of the following other recruiting entities: Regular AF, AFR, ANG, USAFA, AFROTC, AFCS, or other service (e.g., Army, Navy).

This measure of Acquainted is further divided into seven mutually exclusive types depending on the recruiting entities that respondents indicated:

- **Acquainted with Regular AF.** Respondents who responded “yes” to knowing at least one recruiter in the Regular AF.
- **Acquainted with AFR.** Respondents who responded “yes” to knowing at least one recruiter in the AFR.
- **Acquainted with ANG.** Respondents who responded “yes” to knowing at least one recruiter in the ANG.
- **Acquainted with USAFA.** Respondents who responded “yes” to knowing at least one recruiter in USAFA.
- **Acquainted with AFROTC.** Respondents who responded “yes” to knowing at least one recruiter in the AFROTC.
- **Acquainted with other.** Respondents who responded “yes” to knowing at least one recruiter from another service.
- **Acquainted with any source.** Respondents who responded “yes” to knowing at least one recruiter from any service, including Regular AF, AFR, ANG, USAFA, AFROTC, and other.
- **Acquainted with any source other than one’s own.** Respondents who responded “yes” to knowing at least one recruiter from any military service other than their own. This measure is applied to Regular AF, AFR, and ANG (three separate variables).
- **Acquainted with any Air Force source other than one’s own.** Respondents who responded “yes” to knowing at least one recruiter from any Air Force service other than their own. This measure differs from the previous one in that it is restricted to being acquainted with other Air Force services. This measure is also applied to Regular AF, AFR, and ANG (three separate variables).

Proximate. Respondents are counted as being proximate to a recruiter from another recruiting entity if they first responded “yes” to the Acquainted measure and subsequently responded “yes” to a follow-up question asking whether their office is located near that individual (e.g., in the same building, next door, or within a short walk).

This measure of Proximate is further divided into seven mutually exclusive types depending on the recruiting entities that respondents indicated:

- **Proximate to Regular AF.** Respondents who responded “yes” to their office being located near another recruiter in the Regular AF.
- **Proximate to AFR.** Respondents who responded “yes” to their office being located near another recruiter in the AFR.
- **Proximate to ANG.** Respondents who responded “yes” to their office being located near another recruiter in the ANG.
- **Proximate to USAFA.** Respondents who responded “yes” to their office being located near another recruiter in USAFA.
- **Proximate to AFROTC.** Respondents who responded “yes” to their office being located near another recruiter in the AFROTC.
- **Proximate to other.** Respondents who responded “yes” to their office being located near another recruiter from another service.

- **Proximate to any source.** Respondents who responded “yes” to their office being located near any service, including Regular AF, AFR, ANG, USAFA, AFROTC, and other.
- **Proximate to any source other than one’s own.** Respondents who responded “yes” to their office being located near a recruiter from any service other than their own. This measure is applied to Regular AF, AFR, and ANG (three separate variables).
- **Proximate to any Air Force source other than one’s own.** Respondents who responded “yes” to their office being located near a recruiter from any Air Force service other than their own. This measure differs from the previous one in that it is restricted to being proximate to other Air Force services. This measure is applied to Regular AF, AFR, and ANG (three separate variables).

Combined Measures

Based on the survey’s logic, a respondent who indicated being proximate to another recruiter should thereby also be acquainted. However, the reverse may not be true. Therefore, in order to understand any interaction between being acquainted and being proximate, the combination of these two characteristics is analyzed by constructing three separate groups to make comparisons across (1) not acquainted and not proximate, (2) acquainted but not proximate, and (3) acquainted and proximate (the reference group to groups 1 and 2).

These three group measures are defined as follows:

- **Not acquainted and not proximate.** Respondents are counted as being neither acquainted with nor proximate to another recruiter from another recruiting entity if they responded “no” to the Acquainted measure (and therefore did not view the Proximate measure question).
- **Acquainted but not proximate.** Respondents are counted as being acquainted with but not proximate to another recruiter from another recruiting entity if they responded “yes” to the Acquainted measure and “no” to the Proximate measure. In other words, these are respondents who indicated knowing recruiters from at least one other recruiting entity but not being closely located to them.
- **Proximate.** Respondents are counted as being acquainted with and proximate to another recruiter from another recruiting entity if they responded “yes” to both the Acquainted measure and the Proximate measure. This measure of Acquainted and Proximate is the comparison group to respondents who are counted in the Not Acquainted and Not Proximate measure as well as the Acquainted but Not Proximate measure.

Shared lead (outward)

Respondents are counted as having shared an outward lead if they responded “yes” to sharing a lead with a recruiter from another recruiting entity in the previous three months.

This measure of Shared Lead is further divided into seven mutually exclusive types depending on the recruiting entities that respondents indicated:

- **Shared lead with Regular AF.** Respondents who responded “yes” to sharing a lead with another recruiter in the Regular AF.
- **Shared lead with AFR.** Respondents who responded “yes” to sharing a lead with another recruiter in the AFR.
- **Shared lead with ANG.** Respondents who responded “yes” to sharing a lead with another recruiter in the ANG.

- **Shared lead with USAFA.** Respondents who responded “yes” to sharing a lead with another recruiter in USAFA.
- **Shared lead with AFROTC.** Respondents who responded “yes” to sharing a lead with another recruiter in the AFROTC.
- **Shared lead with other.** Respondents who responded “yes” to sharing a lead with another recruiter from another service.
- **Shared lead with any source.** Respondents who responded “yes” to sharing a lead with any service, including Regular AF, AFR, ANG, USAFA, AFROTC, and other.
- **Shared lead with any source other than one’s own.** Respondents who responded “yes” to sharing a lead with a recruiter from any service other than their own. This measure is applied to Regular AF, AFR, and ANG (three separate variables).
- **Shared lead with any Air Force source other than one’s own.** Respondents who responded “yes” to sharing a lead with a recruiter from any Air Force service other than their own. This measure differs from the previous one in that it is restricted to being proximate to other Air Force services. This measure is also applied to Regular AF, AFR, and ANG (three separate variables).

Demographic Measures

- **Sex.** This measure is constructed based on personnel records. Respondents are categorized as either “male” or “female.”
- **Race.** For lead-sharing analyses, this measure is constructed as a binary measure by placing all White (non-Hispanic) respondents into one category and placing all other respondents who are non-White (i.e., American Indian/Alaskan, Asian/Pacific Islander, Black non-Hispanic, other non-Hispanic, unknown race) into a second category.
- **Pay Grade.** This measure is constructed based on pay records data. Respondents within the analytic sample are categorized into eight separate groups that range from E4 to E9 and O1 to O3.
- **Tenure.** This measure is constructed based on the length of time a recruiter has spent within his or her organization and is self-reported by the respondent. Tenure is a continuous measure that ranges from 0 to approximately 19 years. For analytic purposes, this variable is further broken down into three categories: (1) tenure 0–3 years (the reference group to categories 2 and 3), (2) tenure 4–6 years, and (3) tenure >7 years.
- **Region.** This measure is constructed based on personnel records. For analytic purposes, this measure is further broken down into five regional categories: West, Northeast, Southwest, Southeast, and Midwest.

Missing Data Analyses and Treatment

To address missing response data, we first assessed the nature of missingness across the Acquainted, Proximate, and Lead Sharing variables. We found 126 missing observations on acquaintance, 132 missing observations on proximity, and 133 missing observations on lead sharing. Cross tabulations revealed that the 126 individual respondents who had missing data on acquaintance were also missing responses on proximity and lead sharing. In other words,

the missingness on all three of these variables was predominantly structural. Based on the logic of the survey design, we could reasonably infer that the respondents who skipped all three of these questions did so intentionally (in lieu of providing a negative response on each question broken down at the recruiting entity level).

After identifying that the missing data were primarily structural in nature, we recoded all missing variables to indicate a negative (i.e., “no”) response on each measure. Robustness checks included performing the same set of analyses without recoding the nonstructurally missing observations (i.e., the remaining six missing observations on proximity and seven missing observations on lead sharing) and using listwise deletion, as well as a multiple imputation technique to fill in the missing values. These additional analyses yielded results that were all meaningfully similar (i.e., all results showed a significant relationship between acquaintanceship, proximity, and lead sharing).

To determine whether certain types of respondents were more likely than others to provide missing responses, we also conducted a separate set of analyses examining the relationship between missing response data and respondent characteristics. We also found that recruiters in ANG were significantly more likely to provide missing responses to questions measuring acquaintanceship, proximity, and lead sharing ($p < .01$).

Content Analysis Approach and Coding Frame

The survey also asked open-ended items to allow respondents an opportunity to provide richer responses. We content analyzed these data in order to systematically examine patterns of responses across the large number of respondents. This chapter describes our approach to analyzing these data.

Open-Ended Survey Items

Open-ended items were used to solicit more-detailed responses about three topics: TFR, lead sharing, and recruiter technology (Table C.1).

Table C.1
Open-Ended Survey Items

Topic	Survey Item
TFR	Q18: In your own words, please describe what “Total Force Recruiting” means to you.
	Q19: What benefits/opportunities—if any—do you think a “Total Force Recruiting” model would create in your day-to-day work as a recruiter?
	Q20: What barriers—if any—would you face in applying “Total Force Recruiting” to your day-to-day work as a recruiter?
Lead sharing	Q22: Please describe why you shared a lead(s) with one or more of these recruiting entities.
	Q23: Why did you not transfer/refer/direct any leads to a recruiter from another recruiting entity?
	Q25: Under what circumstances do you think recruiters would be more willing to share leads with other Air Force recruiting entities? For example, what policies, tools, and/or other factors influence decisions to refer or not?
Technology	Q15: What—if any—are some technologies that the Air Force could provide to you that would make your job easier or save you time?
	Q17: What—if anything—would you like [one’s database of record] to be able to do that it currently cannot do?

Coding Approach

To analyze item responses, we used a qualitative content analysis approach to systematically assess themes that cut across respondents' comments as well as notable differences.

Codebook Development

First, we developed a codebook with a set of a priori codes for each item. Codes are typically “a word or short phrase that symbolically assigns a summative, salient essence-capturing, and/or evocative attribute for a portion of language-based or visual data.”¹ By applying codes to data, we can categorize and review sets of similar content to assess common themes as well as differences. The codebook consisted of a series of high-level codes pertaining to survey item of interest, along with definitions of each code, examples, and inclusion and exclusion criteria. For example, in one survey item, respondents were asked, “In your own words, please describe what ‘Total Force Recruiting’ means to you.” The coding tree to assess the meaning of TFR consists of entities included in TFR (along with child codes delineating common examples found in the data), tasks performed as part of TFR, uncertainty about TFR, applicant fit, negative attitude toward TFR, and not applicable.

Figure C.1 shows the coding frame summarizing three topic areas (I, II, III), the thematic categories stemming from the open-ended survey items (A, B, etc.), and the parent and child codes described in the codebook. Tables C.2, C.3, and C.4 provide more coding details and examples.

We practice coded several small samples of comments to test and refine the codebook, and held several discussions about discrepancies in coding. We also allowed for the emergence of new codes during the coding process.

Reliability Testing

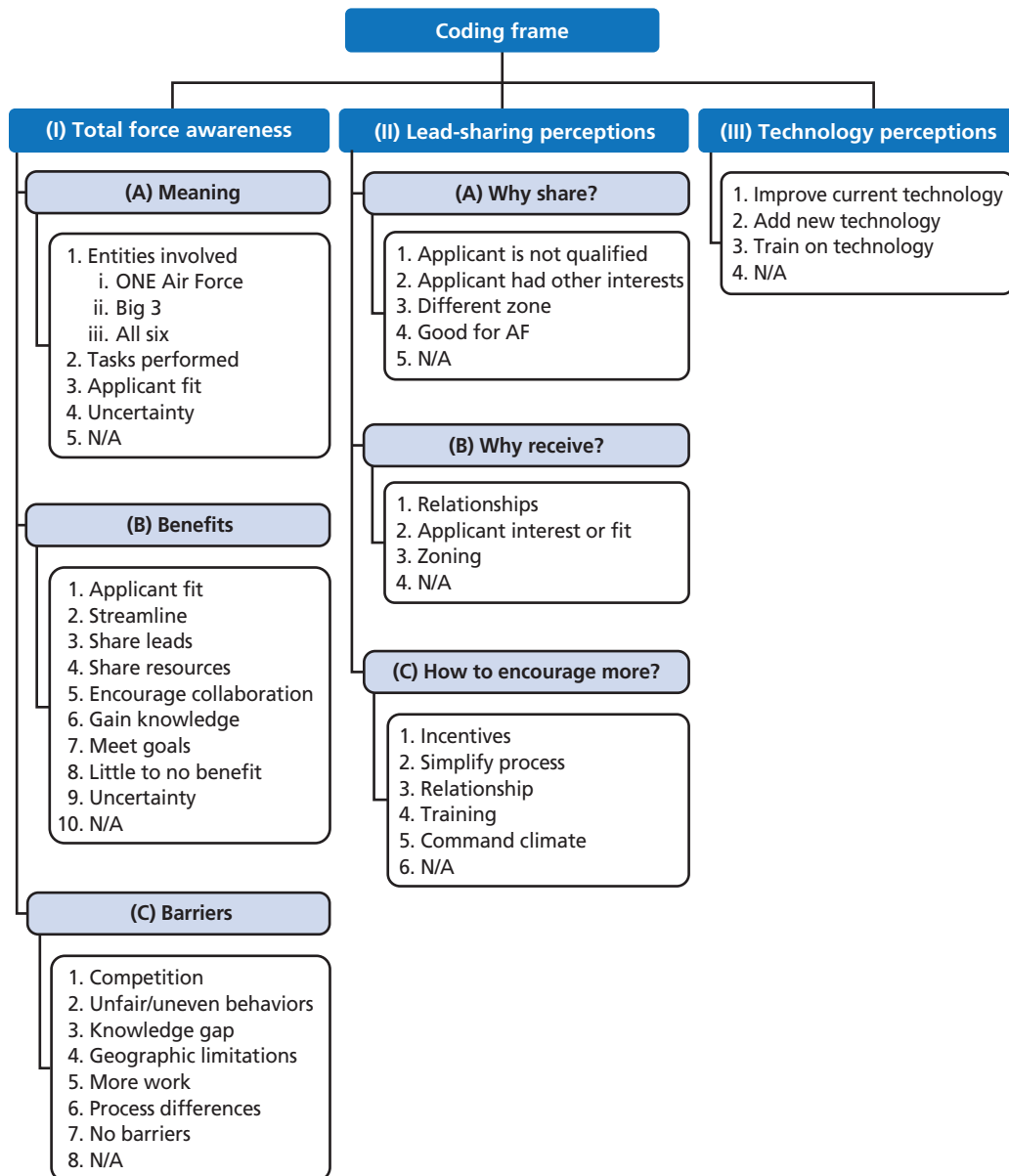
We sorted the long-form survey responses by recruiting entity and developed a random sample of comments to test intercoder reliability (to assess the extent to which coders were applying codebook codes similarly). Because the survey responses were typically concise (e.g., one or two sentences), coders' unit of analysis was each comment in its entirety (meaning coders selected each response when applying relevant codes rather than selecting just a phrase within the comment). Coders could apply more than one code to a comment.

In order to develop a sample that featured respondents from each recruiting entity roughly proportionately, we selected 5 percent of Regular AF data (average n per item = 414), 10 percent of AFR (average n per item = 115) and 10 percent of ANG (average n per item = 144), all USAFA cases (15), and larger percentages of AFCS (15, average n per item = 15) and AFROTC respondents (15, average n per item = 25). The coders blind-coded responses from the random sample of responses in the mixed-methods content analysis software Dedoose.² We then calculated Cohen's

¹ J. Saldaña, *The Coding Manual for Qualitative Researchers*, London: SAGE Publications, Ltd., 2016, p. 4.

² Dedoose Version 7.0.23, web application for managing, analyzing, and presenting qualitative and mixed-method research data, Los Angeles, Calif.: SocioCultural Research Consultants, LLC, 2016.

Figure C.1
Coding Frame Overview



kappa,³ a measure of interrater reliability, to determine the degree to which the two coders applied the codes to the data sample. Kappa levels for each item were consistently high (ranging from .83 to .96).⁴ In one instance, agreement was lower (.66), though still within acceptable range, so we discussed that code in depth to develop a stronger consensus on code application.

Content Analysis of Dataset

Given that coding appeared reliable based on kappa results, coders split up the codebook (with coder A coding for the first half and coder B the second half of the codebook) and coded all remaining open-ended survey responses for each accession group in Dedoose. During this process, we held frequent check-in meetings, and coders wrote down their observations after completing sections of this coding work.

When analyzing the qualitative data, the researchers read through the data in blocks based on respondent recruiting entity. Because recruiting entities differ so much, this approach to coding the data allowed researchers to better track themes and patterns relevant to each recruiting entity.

Analysis of Results

Coders used the results of their work in Dedoose to write up thematic summaries about each open-ended survey item and documented exemplar quotes per each theme. Because the qualitative responses are part of a set of survey data and also relatively rich as a result of the ability of respondents to write in answers, our qualitative analysis included thematic analysis and some quantitative approaches—specifically, frequencies of commonly provided responses in some instances.

³ Cohen's kappa is a statistic used in social science research to assess the degree to which different coders apply codes to data in the same way. A low kappa score indicates that coders are interpreting codes in divergent ways, which would make results inconsistent and uninformative. This statistic also takes into account the possibility of coders agreeing by chance. M. Lombard, J. Snyder-Duch, and C. C. Bracken, "Content Analysis in Mass Communication: Assessment and Reporting of Inter-coder Reliability," *Human Communication Research*, Vol. 28, No. 4, 2002, pp. 587–604; Gery W. Ryan and H. Russel Bernard, "Data Management and Analysis Methods," in Norman Densin and Yvonna Lincoln, eds., *Handbook of Qualitative Research*, 2nd ed., Thousand Oaks, Calif.: Sage Publications, 2000, pp. 769–802.

⁴ For kappa, a statistic between .61 and .80 reflects substantial agreement, which is an acceptably high standard of agreement. A statistic of .81 or above reflects near-perfect agreement. See J. Richard Landis and Gary G. Koch, "The Measurement of Observer Agreement for Categorical Data," *Biometrics*, Vol. 33, No. 1, 1977, pp. 159–174.

Table C.2
Coding Frame: Total Force Awareness

Corresponding Protocol Question	Parent Code	Child Code	Description	Best Quotes
"In your own words, please describe what 'Total Force Recruiting' means to you."	A. Meaning	1. Entities Involved	Comments naming entities involved in TFR (e.g., just Regular AF, ANG, or AFR) or all six components	"All aspects of recruiting working together. Example AFROTC, USAFA, ANG, AFR, AF." (Regular AF)
		i. ONE Air Force	None	"AIR FORCE! One team—No seam! the way it should have been all along." (AFR)
		ii. Big Three	Comments that name Regular AF, ANG, and AFR as TFR	"TFR means blending the reserves, active, and guard components into one streamlined system of recruiting." (Regular AF)
		iii. All six	Comments that describe TFR as being composed of all six components (Regular AF, AFR, ARNG, USAFA, AFROTC, AFCS)	"Total Force Recruiting refers to all the recruiter types in the Air Force coming together to make recruiting more effective and streamlined. It's enlisted, guard, USAFA, OTS [Officer Training School, AFROTC, reserves, and all other recruiters working alongside each other for a more efficient lead-management system." (AFROTC)
		2. Tasks performed	Comments that mention specific tasks aimed at sharing information and collaborating with other components	"Total Force Recruiting means ALL recruiters, regardless of assigned component or accession source, have the knowledge, capability, and responsibility to recruit for, and share leads with, ALL Air Force components and accession sources to best meet the needs of the Air Force." (USAFA)
		3. Applicant fit	Comments that discuss connecting applicants to the components that best fit their interests	"TFR gives us the ability to display the entire AF portfolio, impressing upon leads and influencer that we want to find the right fit for the prospect. We are not going to force a square peg, if you will, into a round hole." (AFROTC)
		4. Uncertainty	Comments that express uncertainty about TFR or a lack of understanding about the purpose of TFR	"No[t] sure what it means at all . . . but heard the phrase many times. Not explained at the schoolhouse." (Regular AF)

Table C.2—Continued

Corresponding Protocol Question	Parent Code	Child Code	Description	Best Quotes
"What benefits/opportunities—if any—do you think a 'Total Force Recruiting' model would create in your day-to-day work as a recruiter?"	B. Benefits	1. Applicant fit	Comments that discuss actions that are aimed at supporting the applicant	"Finding the right Air Force opportunity for the right candidate." (USAFA)
		2. Streamline	Comments that discuss reducing duplication of efforts, streamlining the recruiting process	"I've contacted students on many occasions who have already been contacted by another recruiter, or have already accepted a scholarship or enlisted, etc. It reflects negatively on the Air Force that our systems do not communicate with each other in a way that avoids this issue. Effective Total Force Recruiting would eliminate the doubling of efforts that cross all through recruiting." (AFROTC)
		3. Share leads	Comments that discuss sharing leads or contact information with other components	"If used/executed properly, the sharing of leads and referrals should help the mission." (Regular AF)
		4. Share resources	Comments that mention components sharing resources for events, marketing, and advertisement efforts	"Total Force Recruiting means sharing resources like information, money, and time with recruiters from other AF components (ROTC, USAFA, EA, LO/HP [Line Officer/Health Professionals] Reserve, Guard)." (AFROTC)
		5. Encourage collaboration	Comments that discuss collaboration between components, including working together and developing better relationships with recruiters in other components	"I feel benefits would be networking with our counterparts within the other organizations, and potentially allow for each group to guide applicant towards what is most beneficial for them, that is if used properly." (USAFA)
		6. Gain knowledge	Comments that discuss learning more about other entities, having a better understanding of the different opportunities available in different components	"Allow me as a recruiter to educate prospects on all Air Force opportunities and to steer leads toward the best fit for the lead and the Air Force." (ANG)

Table C.2—Continued

Corresponding Protocol Question	Parent Code	Child Code	Description	Best Quotes
“What benefits/opportunities—if any—do you think a ‘Total Force Recruiting’ model would create in your day-to-day work as a recruiter?”	B. Benefits	7. Meet goals	Comments that mention making goal easier or getting more applicants	“It could alleviate some stress associated with making goal every month as there would be potentially more bodies all around.” (Regular AF)
		8. Little to no benefit	Comments that mention that there is no benefit to TFR or very little benefit	“I think it would cripple our recruiting efforts. The Air guard competes every day against the active duty Air Force and regardless of whether we incorporated Active Duty in our goal, our Wing leadership and TAG [The Adjunct General] would still only be focused on our end strength as a State.” (ANG)
		9. Uncertainty	Comments that express uncertainty about TFR or a lack of understanding about the purpose of TFR	“Depends on how far this concept goes. We have many disadvantages recruiting in the Guard and our disadvantages may be exploited if the playing field isn’t level.” (ANG)
“What barriers—if any—would you face in applying ‘Total Force Recruiting’ to your day-to-day work as a recruiter?”	C. Barriers	1. Competition	Comments that describe competition to meet goals, which is a barrier, or references to intercomponent competition as a barrier	“At the end of the day, although we are supposed to be ‘One Team, One Mission,’ the REALITY is that Air Force Civilian Service (AFCS) is in DIRECT competition with Active Duty recruiting when it comes to various occupations (physicians, nurses, lawyers, etc.). The determining factor is, does the applicant want to SERVE in the military, or does he/she want to still SERVE, but as a Federal employee in the AFCS. Also, in some cases, it may slow the process and we may lose the candidate to PS [Prior Service].” (AFCS)
		2. Unfair/uneven behaviors	Comments that discuss a lack of equitable reciprocity in lead-sharing behavior between the different component types	“Everyone realizing we are on the same team without stabbing other in the back to get the sale. I work what’s best for the applicant and I know others care about the gain.” (AFR)
		3. Knowledge gap	Comments that assert that recruiters need to be knowledgeable about all components (there may be a learning curve)	“I don’t know anything about the Guard or Reserves, nor do I care to. Seems like someone trying to give me more work with no training and for no benefit to myself or the Active Duty Air Force.” (Regular AF)

Table C.2—Continued

Corresponding Protocol Question	Parent Code	Child Code	Description	Best Quotes
"What barriers—if any—would you face in applying 'Total Force Recruiting' to your day-to-day work as a recruiter?"	C. Barriers	4. Geographic limitations	Comments that describe some type of geographic barrier to entry making it difficult for the recruiter to reach the applicant	"One of the difficulties for TFR day-to-day would be the lack of face-to-face contact. I think it would be beneficial for ROTC GBRs [Gold Bar Recruiters] to be in an AFRS unit to make it easier to share events and leads and improve communication. Since we generally don't have time to work with the ROTC unit we are stationed with, I think it would be more beneficial to be integrated within an AFRS unit similar to the Academy GBRs." (AFR)
		5. More work	Comments that explain that it takes too much time, work, or effort to share the lead, and that is a barrier	"Air Force Civilian Services does not have an easy way to share candidates with other accession sources. Time-consuming manual process. No way to track what happens to the candidates after sharing a lead." (AFCS)
		6. Process differences	Comments that discuss differences in processes, procedures, or systems among the components	"I do not think ANG and AFR want to share leads. They are on their own mission and they are struggling to find the people that they need to find. People will not give up a qualified lead; if they do, it will cause them to miss their mission and affect their career." (Regular AF)
		7. No barriers	Comments that convey that the recruiter does not currently see any barriers in lead sharing	"No major barriers except for the taskers that go along with it, such as going out and meeting other recruiters, answering questions about other recruiters in our area, etc. Recruiting is task saturated as is." (Regular AF)

Table C.3
Coding Frame: Lead-Sharing Perceptions

Corresponding Protocol Question	Parent Code	Child Code	Description	Best Quotes
"Please describe why you shared a lead(s) with one or more of these recruiting entities."	Why share?	Applicant is not qualified	Recruiter determined that applicant is not qualified for the specific component, for the Air Force, or for military/civil service in general.	"You have people who really want to serve, but can't join due to medical or criminal past. Certain branches approve waivers for tattoos above the collar bone, self-harm (cutters), or moral issues. Direct them to where that person can still serve." (AFR)
		Applicant had other interests	Recruiter determined that the applicant had an interest in another component or thing, or that applicant is a better fit for another entity.	"To uphold my reputation as a recruiter that has the best interest of my applicants in mind. AD AF is not for everyone. Service in AF is not for everyone. I like to think of myself as a change agent. I help people to change their current circumstances and pursue a different path towards a successful future." (Regular AF)
		Different zone	The applicant was in a different zone, so the recruiter referred them elsewhere.	"When I shared the lead with another Air Force recruiter, it was because the lead had moved out of my zone and into their zone." (Regular AF)
		Good for Air Force	Lead sharing is good for Air Force; belief in TFR; value in sharing leads for the greater good of the organization.	"It's the right thing to do. If you can't help the person put them with the branch or office that can. Even if they aren't qualified to be an Officer for example, in most cases they want to still talk to the subject matter expert. You may get the lead to call back to your office or at least your known as a straight shooter." (AFR)
"Please describe why you think recruiters from one or more of these recruiting entities decided to share leads with you."	Why receive?	Relationships	Relationships made it possible; also code here when referring to teamwork.	"I've built good relationships with these recruiters. That's the key in my opinion." (ANG)
		Applicant interest or fit	Refers to something in the interest of the applicant (best fit for them).	"They had students who came to them directly interested in ROTC so they passed it along. I think when a lead seems dead set on something, it's okay to get them what they want. They can make their own decision once they learn about the program." (AFROTC)
		Zoning	Refers to applicant being in the recruiter's zone and/or proximity.	"I recruit for Air National Guard. ALL leads I receive are due to Air National Guard efforts in our local area. I receive leads from several different sources but all are recruiter generated, media generated, or unit member referrals from within the Air National Guard." (ANG)

Table C.3—Continued

Corresponding Protocol Question	Parent Code	Child Code	Description	Best Quotes
"Under what circumstances do you think recruiters would be more willing to share leads with other Air Force recruiting entities? For example, what policies, tools, and/or other factors influence decisions to refer or not?"	How to encourage more?	Incentives	There needs to be more incentive to do so.	"As Air Guard, we don't have the same pressures to meet goal that AD and Reserve seem to have. I think accession credit for both recruiters would be beneficial to sharing more leads amongst the components." (ANG)
		Simplify process	The process needs to be easier to share leads.	"I think recruiters would be more willing to share leads with each other if there was a shared electronic system. We all had something similar to work with and all knew how to work correctly." (AFROTC)
		Relationship	There need to be better relationships in place that facilitate it.	"Other than building a strong relationship and networking, there are no other incentives to give away leads." (Regular AF)
		Training	More training would lead to more lead sharing between recruiting components.	"Increase knowledge of other branches['] standards and needs so that referrals can be made. Main factor for not referring would be a recruiter wanting the credit for the accession." (ANG)
		Command climate	Leadership or the command team has directed policies that make recruiters more willing to share leads with other components.	"Unfortunately, at the recruiter level, it's a dog eat dog mentality because we are judged, and held accountable, based on how many people we put in the Air Force. Until there is an actual incentive for recruiters to give away leads, I don't believe it will ever happen at the level that AFRS expects." (Regular AF)

Table C.4
Coding Frame: Technology Perceptions

Corresponding Protocol Question	Parent Code	Description	Best Quotes
"What—if any—are some technologies that the Air Force could provide to you that would make your job easier or save you time?"	Improve current technology	Comments that discuss areas of improvement with regard to the current database, other current technologies, processes, or infrastructure.	"AFRISS-TF is extremely slow. Clicking on an applicant's name to open information takes 3–5 seconds. In addition it takes quite some time to download supporting documents." (AFR)
	Add new technology	Comments that discuss the desire for new technologies or capabilities (e.g., integration of current systems, interoperability)	"Provide recruiters with AF-Win results as part of the investigate step. Provide recruiters with why a lead has 1 or 5 stars (specifics). Budget for Social media advertising. Recruiting website funds like zip recruiter or monster. Printers designed for RGM. Access to AFRISS on mobile devices. Outlook usage via hotspot, or full Microsoft office usage via mobile. Lead capture app that sends leads through AFRISS." (Regular AF)
	Train on technology	Discussion about training in relation to technology.	"Give me the experience of filling out an application on my own so I know what to tell applicants when guiding them through their application." (AFROTC)

Supplemental Lead-Sharing Analyses

Informal and Formal Lead-Sharing Data: Tables

Table D.1 represents the number of respondents who reported sharing at least one lead via formal, informal, or both modes with recruiters from other recruiting entities in the previous three months (in late 2019). Total outdegree represents the number of respondents from the recruiting entity listed in the far-left column who reported sharing a lead.

Amount of Lead Sharing and How Leads Were Shared: Tables and Figures

Respondents were asked to estimate the number of leads they shared with other recruiting entities within the previous three months. Table D.2 shows the sum and mean of leads shared outward by respondents. Respondents could select from 0 to 10+, so results show an estimate of total leads shared with other accession sources. Mean is skewed by the low-item *N*s for the accession sources with smaller sample populations.

To better understand *how* leads were shared, we asked respondents to indicate how they shared leads with recruiters from other accession sources. Response options were the following:

- **told** the lead about another recruiting entity
- gave the lead **personal contact information for a recruiter** from another recruiting entity (e.g., email, phone)
- gave the lead **generic contact information for this recruiting entity** (e.g., directed to a website; shared a phone number)
- gave a recruiter from this entity the **lead's contact information informally** (e.g., email, phone)
- gave a recruiter from this entity the **lead's contact information formally** (e.g., through AFRISS-TF)
- other (please specify) _____.

Table D.1
Number of Respondents Who Shared at Least One Lead via Formal, Informal, or Both Modes

Respondents as Sender of Leads	Recruiting Entity as Receiver of Leads						Total Outdegree ^a
	Regular AF	AFR	ANG	USAFA	AFROTC	AFCS	
Formal							
Regular AF	N/A ^b	75	42	6	9	0	132
AFR	39	N/A	17	0	1	1	58
ANG	30	13	N/A	0	1	0	44
USAFA	0	0	0	N/A	0	0	0
AFROTC	1	0	0	1	N/A	0	2
AFCS	0	0	0	0	0	N/A	0
Informal							
Regular AF	N/A	380	283	126	196	51	1,036
AFR	121	N/A	75	19	35	24	274
ANG	135	55	N/A	18	29	4	241
USAFA	12	8	4	N/A	15	2	41
AFROTC	29	14	17	29	N/A	4	93
AFCS	9	4	2	2	2	N/A	19
Both (Informal and Formal)							
Regular AF	N/A	64	37	6	8	0	115
AFR	37	N/A	14	0	1	1	53
ANG	25	9	N/A	0	1	0	35
USAFA	0	0	0	N/A	0	0	0
AFROTC	1	0	0	1	N/A	0	2
AFCS	0	0	0	0	0	N/A	0

^a Total outdegree is total number of respondents from the far-left column who reported sharing at least one lead with another accession source listed in the subsequent columns.

^b We did not count data about sharing leads within one's own accession source.

Respondents were allowed to select more than one option. Figure D.1 shows the proportion of methods used by respondents from each accession source. Respondents tended to use a mix of informal methods more than formal methods (i.e., sharing a lead through AFRISS-TF or one's database of record).

In the survey, respondents could select more than one method for sharing a lead, so the percentages in Figure D.1 are based on the number of respondents from an accession source who used a given method for lead sharing divided by the subtotal of all methods used for sharing leads for a given accession source. Blue lines are all modes of informal sharing, whereas the orange lines represent formal (via a database) lead-sharing methods.

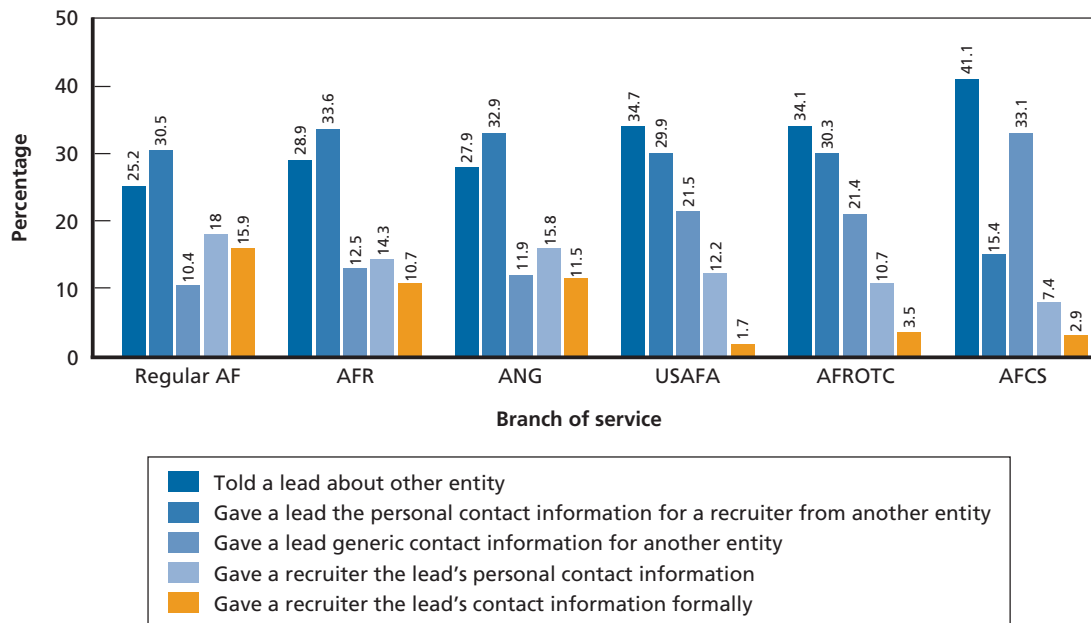
Figures D.2 and D.3 further underscore the prevalence of informal lead sharing among the larger three accession sources and the smaller three accession sources and other services. These figures display count data.

Table D.2
Total Number of Leads Shared (Edge Weight) by Respondents to Other Accession Sources

Respondents as Senders of Leads	Accession Source as Receiver of Leads						Total Outdegree
	Regular AF	AFR	ANG	USAFA	AFROTC	AFCS	
Sum							
Regular AF	N/A	1,591	846	299	526	112	3,374
AFR	467	N/A	226	25	74	59	851
ANG	375	93	N/A	20	45	5	538
USAFA	66	18	19	N/A	127	3	233
AFROTC	151	56	71	168	N/A	19	465
AFCS	31	25	11	3	5	N/A	75
Mean							
Regular AF	N/A	4	3	2	3	2	14
AFR	4	N/A	3	1	2	2	12
ANG	3	2	N/A	1	2	1	8
USAFA	6	2	5	N/A	8	2	22
AFROTC	5	4	4	6	N/A	5	24
AFCS	3	6	6	2	3	N/A	19

NOTE: In- and out-degree centrality values reflect the sum of these weighted edges.

Figure D.1
How Respondents Shared Leads with Recruiters from Other Accession Sources (Percentages)



NOTE: In the survey, respondents could select more than one method for sharing a lead, so Figure D.1 percentages are based on the number of respondents from an accession source who used a given method for lead sharing divided by the subtotal of all methods used for sharing leads for a given accession source. Blue lines are all modes of informal sharing, whereas the orange lines represent formal (via a database) lead-sharing methods.

Figure D.2
Most Common Methods of Lead Sharing by Respondents to Regular Air Force, Air Force Reserve, and Air National Guard (Count)

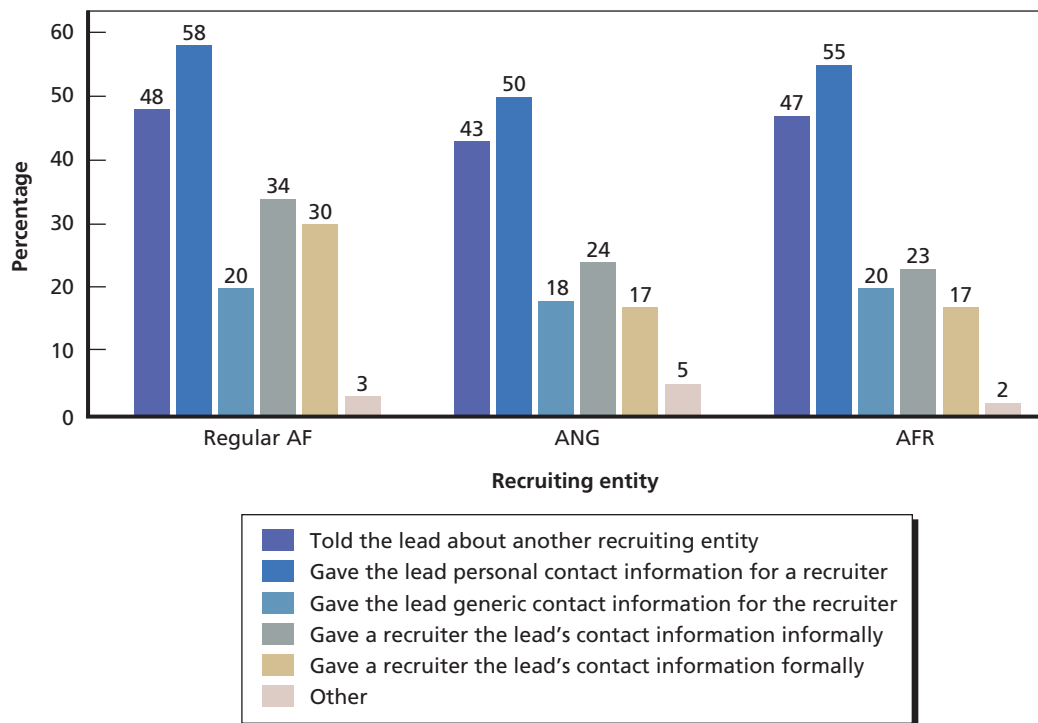


Figure D.3
Common Methods of Lead Sharing by Respondents to U.S. Air Force Academy, Air Force Reserve Officer Training Corps, and Air Force Civilian Service (Count)

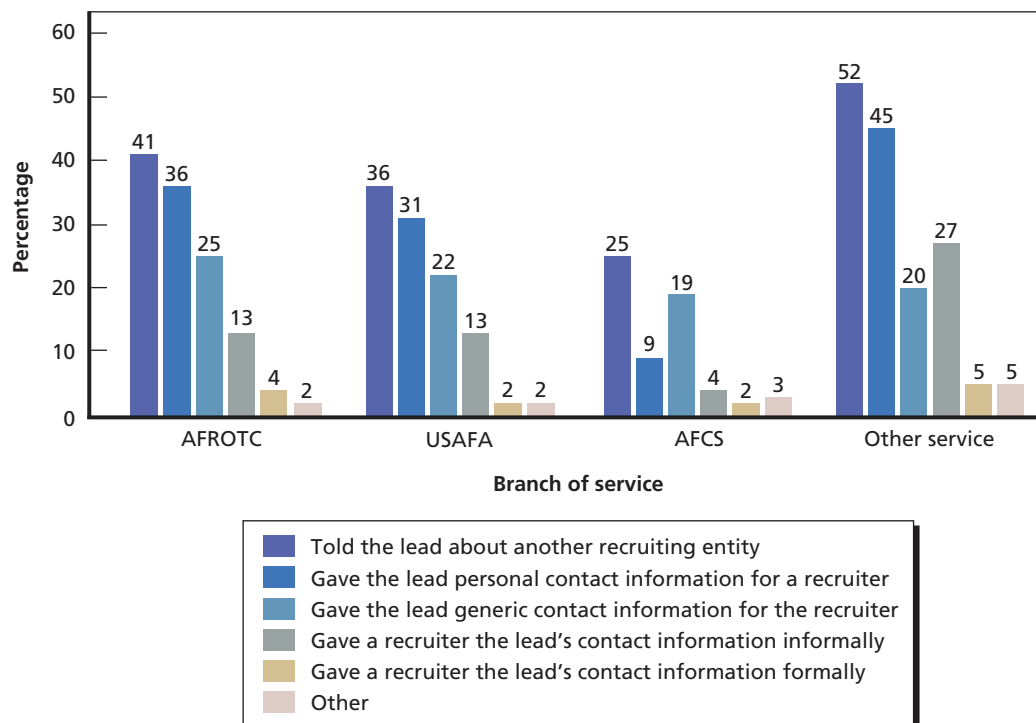


Table D.3 shows the extent to which lead sharing was affected by respondents who were (1) acquaintances with (but not proximate to) other types of recruiters, (2) proximate to other types of recruiters (as compared with those who were acquainted with but not proximate to others), and (3) isolated from other types of recruiters. The parameter estimates (also discussed in Chapter Four) indicate the probability of sharing a lead; for example, for Regular AF recruiters, being acquainted (but not proximate) increased the probability of sharing a lead by 66 percentage points, in comparison with those not acquainted with recruiters from another DAF accession source. In this example, the 95-percent confidence interval ranges from 56 percent to 76 percent, and the model accounts for 26 percent of variance ($R^2 = .26$).

Table D.3
Adjusted Model Results, Taking into Account Control Variables

	Model 1. Does having an acquaintance (but not being proximate) matter?			Model 2. How does being proximate compare with being acquainted (but not proximate)?			Model 3. How does being proximate OR acquainted matter compared with being neither proximate nor having an acquaintance?	
	Est.[CI] (percentage)	p Value	R ²	Est.[CI] (percentage)	p Value	R ²	Est.[CI] (percentage)	p Value
Regular AF								
Overall by share with OTHER Air Force	66 [56, 76]	.0	.26	-10 [-17, -3]	.01	.27	-73 [-84, -62]	.0
Other services	54 [45, 64]	.0	.24	-22 [-32, -11]	.0	.26	-59 [-68, -49]	.0
AFR								
Overall by share with OTHER Air Force	88 [74, 100]	.0	.51	-7 [-17, 3]	.18	.52	-90 [-100, -75]	.0
Other services	48 [33, 63]	.0	.3	-16 [-32, -1]	.04	.31	-55 [-72, -39]	.0
ANG								
Overall by share with OTHER Air Force	72 [59, 85]	.0	.36	-16 [-27, -4]	.01	.38	-82 [-97, -68]	.0
Other services	59 [45, 72]	.0	.26	-3 [-17, 10]	.63	.26	-61 [-77, -45]	.0

NOTE: Control variables are sex, race or ethnicity, tenure as a recruiter, pay grade, and region.

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Recognizing the need to enhance the effectiveness of its recruiting efforts across the force, the Department of the Air Force (DAF) is determined to integrate its recruiting activities, which are currently distributed across six accession sources—the U.S. Air Force Recruiting Service (Regular AF), U.S. Air Force Reserve, Air National Guard, U.S. Air Force Academy, U.S. Air Force Reserve Officer Training Corps, and U.S. Air Force Civilian Service—into a more unified approach. Total Force Recruiting (TFR) aims to unite the previously siloed entities, standardize processes, and optimize technologies. However, in the absence of a systematic evaluation, it is difficult to identify the nuances of this progress.

To support the continued development and sustainment of TFR, the authors designed and deployed a measurement tool, Total Force Recruiting Panel—Technology and Integration Survey. In this report, the authors discuss the results of the survey to provide baseline data about the state of TFR in the DAF from late 2019 that can inform leaders of the Total Force Recruiting Council leaders to guide TFR initiatives.

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