



# **Navy Recruiting and Applicant Attraction: Preliminary Results**

**Lisa Williams, MA and Line St-Pierre, PhD  
Director General Military Personnel Research and Analysis**

**Presented by: Manon Mireille LeBlanc, PhD**



Defence Research and  
Development Canada

Recherche et développement  
pour la défense Canada

Canada

# Report Documentation Page

*Form Approved*  
*OMB No. 0704-0188*

Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.

1. REPORT DATE <b>JAN 2010</b>	2. REPORT TYPE	3. DATES COVERED <b>00-00-2010 to 00-00-2010</b>			
4. TITLE AND SUBTITLE <b>Navy Recruiting and Applicant Attraction: Preliminary Results</b>		5a. CONTRACT NUMBER			
		5b. GRANT NUMBER			
		5c. PROGRAM ELEMENT NUMBER			
6. AUTHOR(S)		5d. PROJECT NUMBER			
		5e. TASK NUMBER			
		5f. WORK UNIT NUMBER			
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) <b>Defence R&amp;D Canada, Ottawa, Ontario, K1A 0Z4,</b>		8. PERFORMING ORGANIZATION REPORT NUMBER			
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)		10. SPONSOR/MONITOR'S ACRONYM(S)			
		11. SPONSOR/MONITOR'S REPORT NUMBER(S)			
12. DISTRIBUTION/AVAILABILITY STATEMENT <b>Approved for public release; distribution unlimited</b>					
13. SUPPLEMENTARY NOTES <b>Personnel and National Security: A Quantitative Approach (Unclass), 25-28 January 2010, Johns Hopkins University Applied Physics Laboratory, Laurel, Maryland</b>					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT <b>Same as Report (SAR)</b>	18. NUMBER OF PAGES <b>26</b>	19a. NAME OF RESPONSIBLE PERSON
a. REPORT <b>unclassified</b>	b. ABSTRACT <b>unclassified</b>	c. THIS PAGE <b>unclassified</b>			



## Background

### ■ **CF recruiting**

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



## Background

- **Navy recruiting and new initiatives**
  - Recruitment of Navy personnel still continues to be an area of concern
  - Increased focus on Navy recruitment
    - Great Lakes Deployment (11 city tour)
    - Activities to highlight Canadian Naval Centennial
    - TV commercials to highlight distressed occupations
  - Additional information needed to inform upcoming Navy recruiting strategies



## Study

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

- identify the factors that attract applicants to the Navy and the reasons why individuals may or may not apply to Navy occupations; and
- assess the efficacy of attraction strategies currently in place.
- Secondary aim: examine Navy recruits' satisfaction with the recruitment process.



## Method

- Both qualitative and quantitative methodologies were employed in the study.
- **Focus Groups:** conducted in Halifax (Nova Scotia) and Victoria (Vancouver Island, British Columbia) with Navy recruits who had recently completed or who were awaiting naval occupational training
- **Survey:** a short survey was administered at the conclusion of each focus group to gather complementary quantitative data



## Study

The following data were gathered:

- Demographics
- Awareness and influence of attraction strategies (e.g., Internet site, television commercials)
- Influential factors for joining the CF/Navy (e.g., pay, career opportunities, parents, friends)
- Perception of the recruiting process

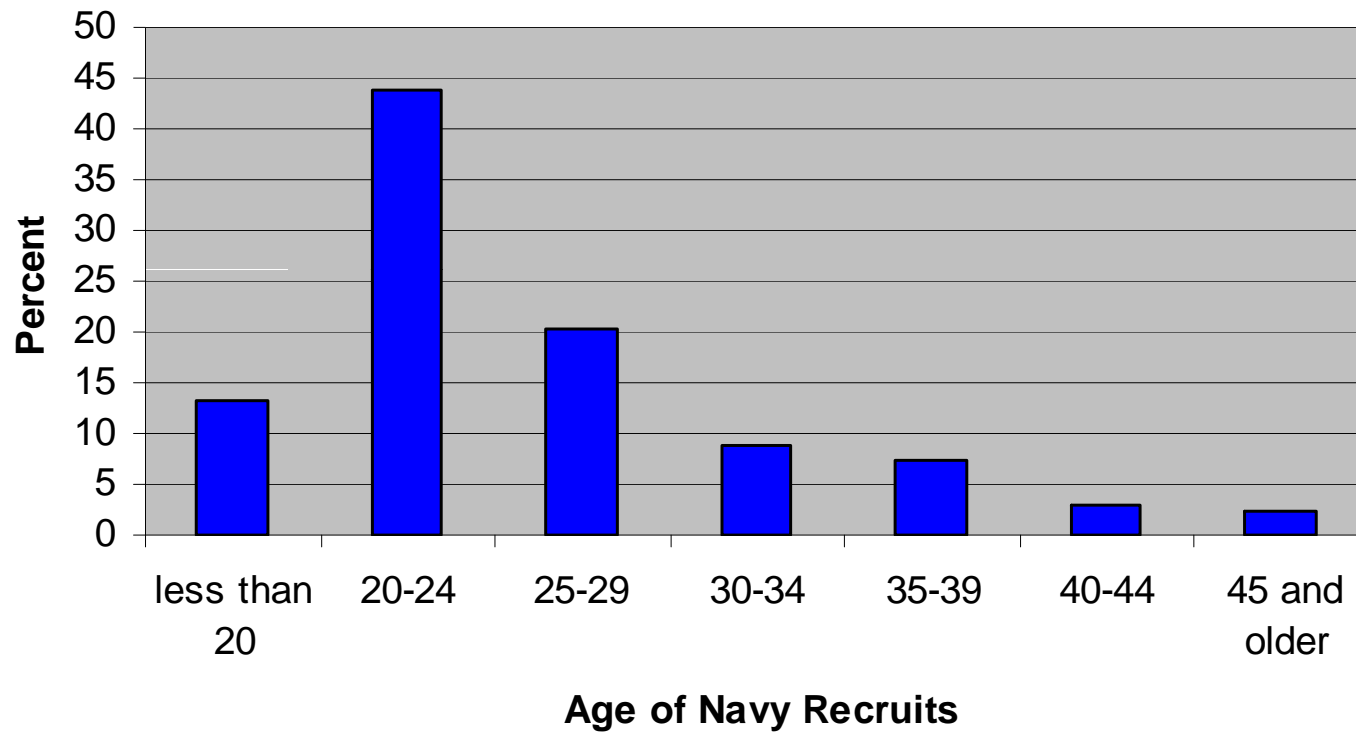


## Sample Demographics

	N = 203	Percent
<b>Component</b>		
Regular Force	192	94.6
Reserve Force	11	5.4
<b>First Official Language</b>		
English	169	83.3
French	33	16.3
<b>Gender</b>		
Male	183	90.1
Female	20	9.9



## Sample Demographics (cont.)



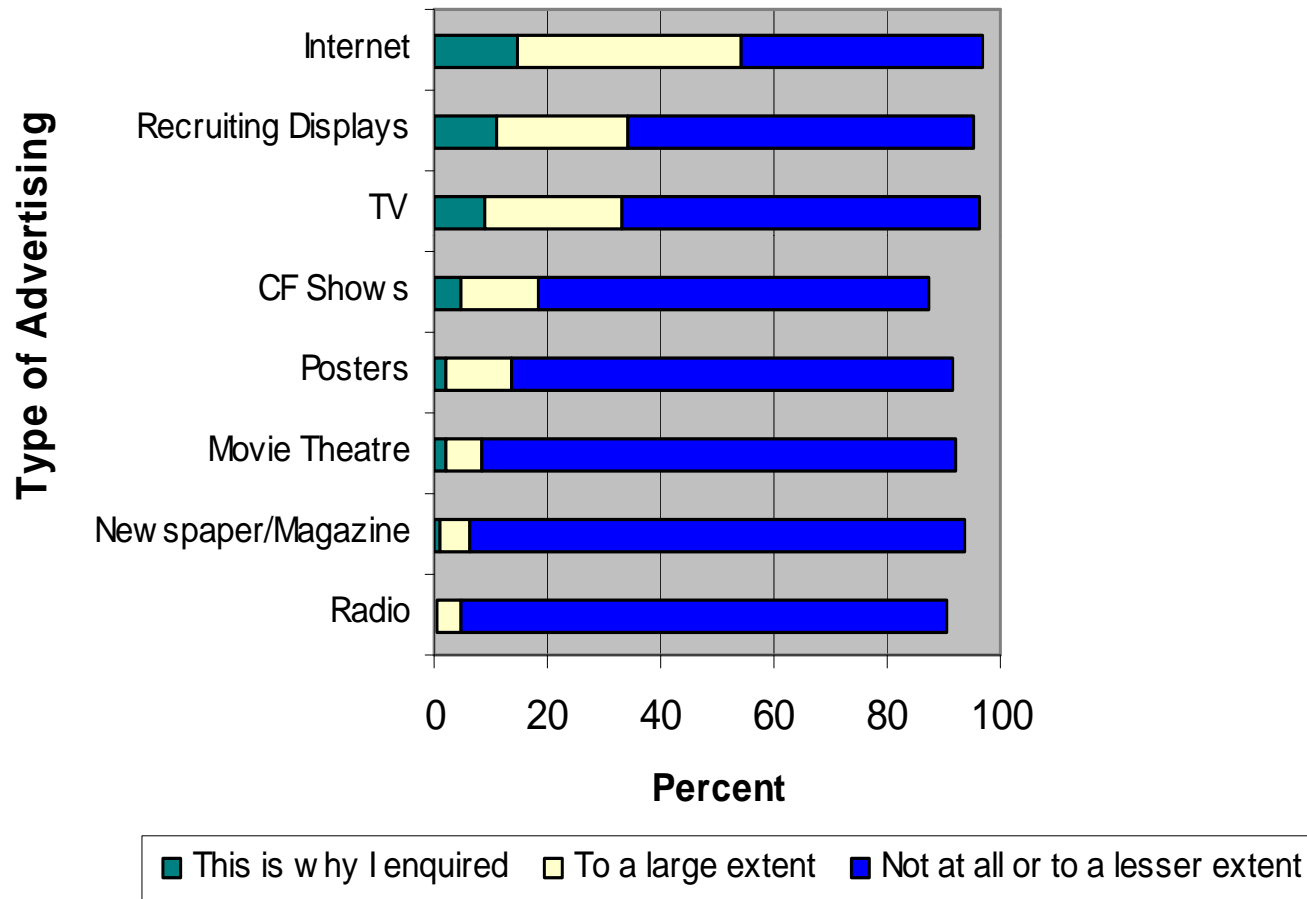


## Demographics (cont.)

Occupation	n	Percent
Maritime Surface and Sub-surface (Officer)	48	23.6
<b>Naval Electronics Technician</b>	<b>43</b>	<b>21.0</b>
Boatswain	24	11.8
Naval Communicator	20	9.9
<b>Naval Weapons Technician</b>	<b>19</b>	<b>9.4</b>
Hull Technician	11	5.4
<b>Naval Combat Systems Engineering (Officer)</b>	<b>7</b>	<b>3.4</b>
Naval Electronic Sensor Operator	6	3.0
Marine Electrician	5	2.5
<b>Marine Systems Engineering (Officer)</b>	<b>5</b>	<b>2.5</b>
Steward	5	2.5
Logistics (Officer)	2	1.0
<b>Marine Engineering Mechanic</b>	<b>2</b>	<b>1.0</b>
Resource Management Clerk	2	1.0
<b>Sonar Operator</b>	<b>1</b>	<b>0.5</b>
Other/unclear	3	1.5

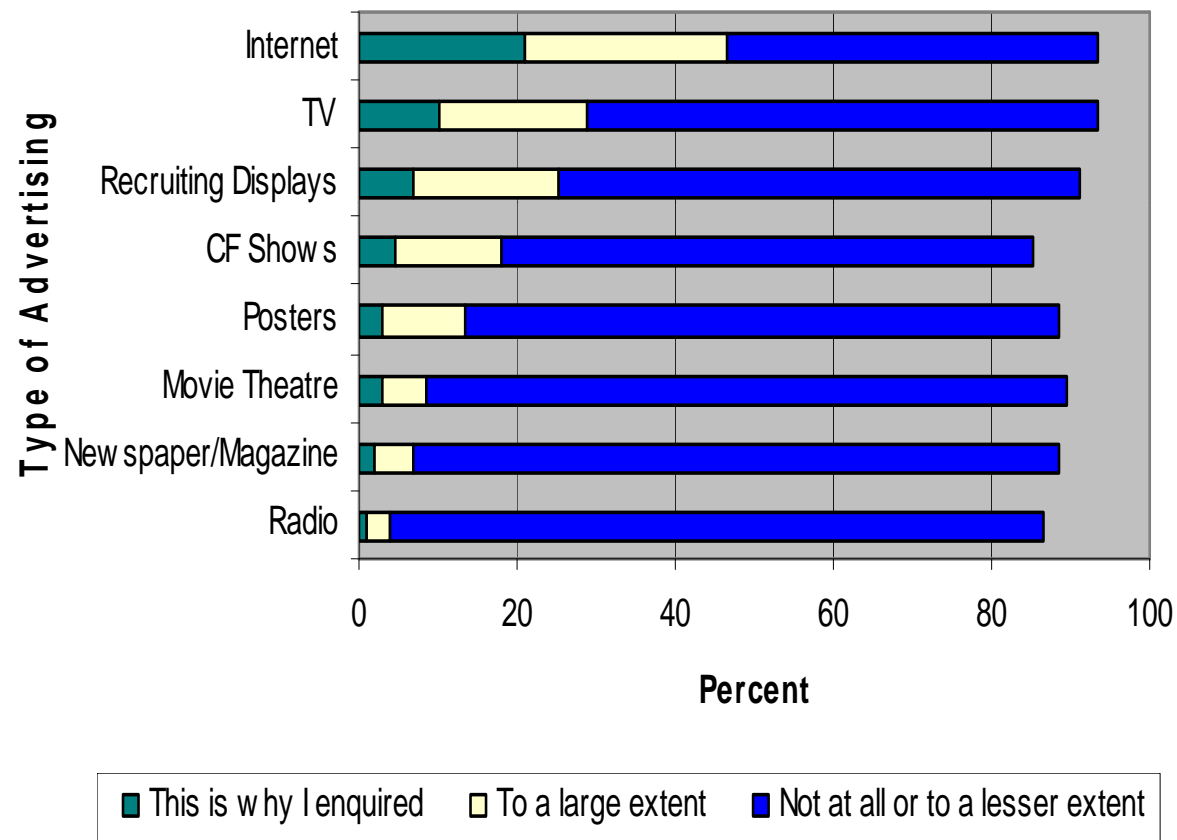


## Attraction Strategies: Please indicate the extent to which the following encouraged you to enquire about joining the CF





## Attraction Strategies: Please indicate the extent to which the following encouraged you to enquire about joining the Navy



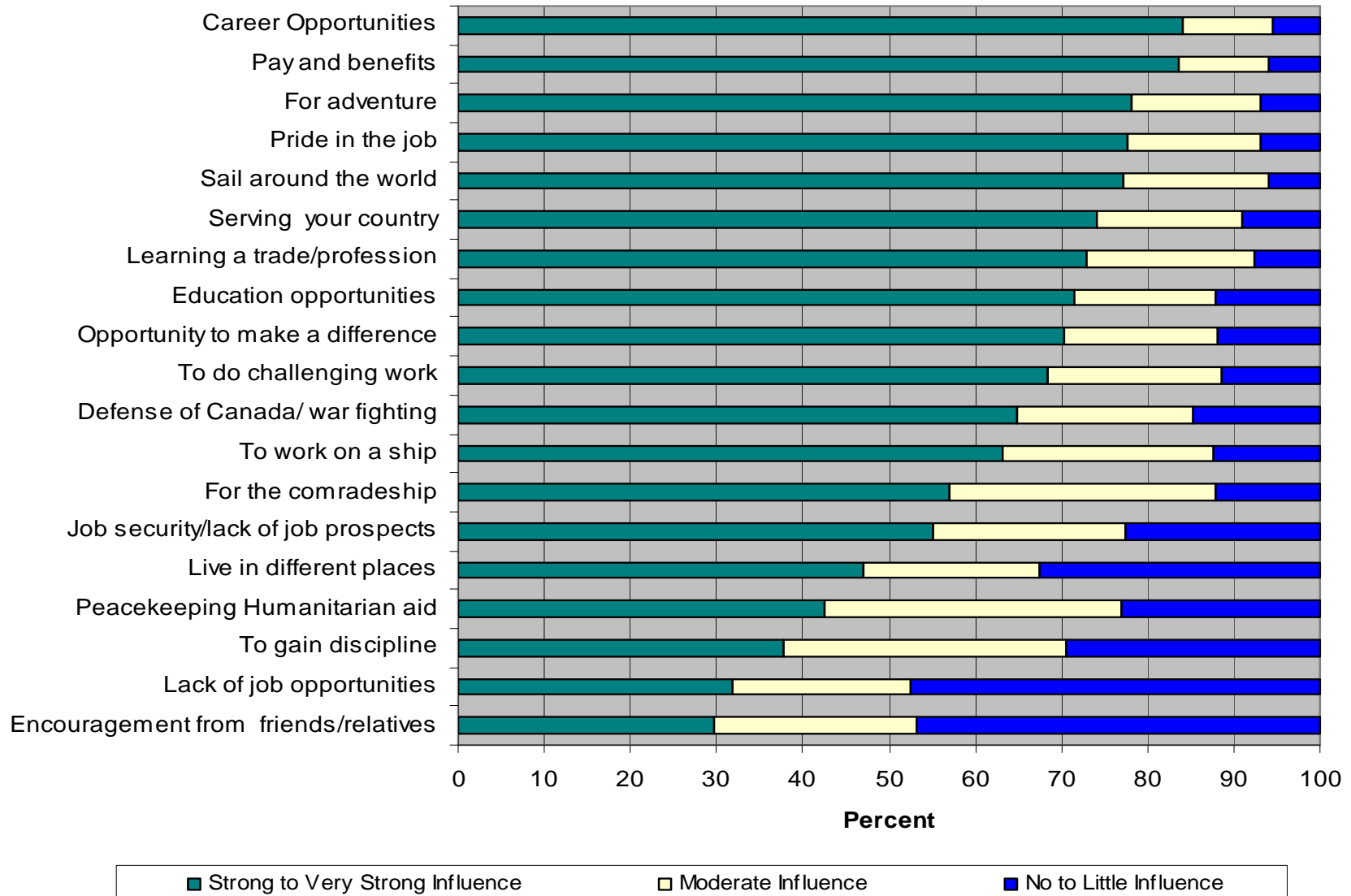


## **Influential factors in decision to apply to the CF/Navy**

- Goal of study to identify why participants decided to enquire about joining the CF and specifically, the Navy
- Asked participants to share their reasons for why they wanted to join the Navy
- Also interested in finding out from participants why they thought that people in the general population would want to join the Navy



# Influential factors in decision to apply to the CF/Navy: Quantitative Results





## Influential factors in decision to apply to the CF/Navy: Qualitative Results

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



# Influence of others on decision to enquire about the CF/Navy

## Family

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

## Friends

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

## Recruiters

- *“Recruiter was same school, environment, trade”*



# **Influence of others on decision to enquire about the CF/Navy**

## **CF/Navy familiarity**

- Close to three-quarters of recruits knew someone in the CF and, of those, a little more than half knew someone in the Navy
- Close to 25% of the participants grew up in a CF or Navy family



## Reasons for not joining the Navy

- **Do not want the military (Navy) lifestyle**
  - *“they don't want the military life”*
  - *“they don't want the time away from home”*
  
- **Unaware of the benefits** (e.g., subsidized education, salary).
  
- **Lack of media coverage**
  - *“even with the media, they cover what the Army does but don't cover what the Navy does unless it's a big thing. It's in the background because of Afghanistan when we do things that are just as important.”*
  
- **CF commercials**
  - *“the commercials are for the people who want to fight, the way they [the commercials] are, they do not attract the more techie kids”*



## Reasons for not joining the Navy (cont.)

- **The CF is synonymous with Army**
  - *“people think that if you join the Navy , you will be sent to Afghanistan to get killed”*
  - *“people see me in my uniform and ask if I’m in the Army.”*
  
- **Lack of knowledge/accurate information**
  - *“people lack information”*
  - *“people don't know the Navy and what we do”*
  - *“they don't know about the benefits”*
  - *“people see me in my uniform and ask me if I am a security guard”*



## Best Practices for CF and Navy Recruiting

- Employee Referral Program
- Internet presence
- Recruiter selection and training
- Streamlining the selection process



# Best Practices for CF and Navy Recruiting

- Employee Referral Program
  - Cost effective
  - High quality recruits
  - Increased retention
  
- Internet Use
  - Important attraction tool
  - Both official and unofficial websites are used when seeking information



## Best Practices for CF and Navy Recruiting (cont.)

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



## Recommendations

- Improve the current recruiter selection process and training program, and build in an evaluation process
- Examine the feasibility of implementing an employee referral program
- Develop more targeted TV commercials that can appeal to:
  - technologically or technically inclined youth;
  - those in technical occupations;
  - older individuals who may already have technical/technological training; and
  - parents.
- Conduct research with the other environments as well as with the public to examine why they did/do not join the Navy



## Recommendations (cont.)

- Expand and improve the use of the Internet:
  - Use both official and unofficial forums
  - Increase the amount and type of advertising that is done on the Internet (e.g. YouTube, social networking sites)
  - Identify and monitor the information that is requested on the web
  - Conduct research to stay current with the communication/entertainment media used by youth and extend advertising to those mediums.
  
- Expand outreach efforts
  - Increase visits to all levels of schools and/or strategically visit schools in the best geographic locations



## Recommendations (cont.)

- Examine the possibility of extending realistic job previews (e.g., Naval Officers Assessment Board) to all Navy officer recruits
- Engage the media to report on the Navy's missions and activities
- Ensure that applicants receive more accurate Navy information through recruiters and online on topics such as:
  - what courses they will need to take, for how long;
  - what to expect during basic training and after;
  - military/Navy lifestyle and life on board a ship;
  - posting locations;
  - salary progression, and details of sea pay;
  - realistic amount of time away from home; and
  - services available for families, etc



**Questions?**



**Thank you!**

DEFENCE



DÉFENSE