

# **THE U.S. ARMY'S RECRUITING CRISIS**

***WHAT IS CAUSING IT AND WHAT ARE LEADERS  
DOING TO FIX IT?***



**U.S. ARMY**

# ***Table of Contents***

<i>Synopsis</i>	3
<i>Background</i>	3
<i>Issue</i>	5
<i>Low Unemployment</i>	6
<i>Politicization</i>	6
<i>Generational Challenges</i>	7
<i>COVID-19</i>	9
<i>Appealing to Gen-Z</i>	9
<i>Military Civilian Divide</i>	12
<i>Changing the Narrative</i>	13
<i>Arming Recruiters</i>	13
<i>Conveying the Message</i>	14
<i>The Future of Army Recruiting</i>	16

***“The Army has to recognize that there’s been an evolution in that young population and if you’re going to target that young population for service, you’ve got to make it appealing to them.” - U.S. Rep. Jackie Speier, D-Calif, chair of the Subcommittee on Military Personnel (Source: Howard, 2022)***

## **Synopsis**

The military across all of its branches is facing a difficult challenge in finding recruits as military and Defense officials show both a record low number of young Americans who meet the eligibility requirements to serve and an even number amount of those who are even interested (Kube & Boigon, 2022). Currently, the military is on track to face the worst recruiting crisis since the Vietnam War ended, which was also around the time that the draft was officially eliminated (Mazzarino, 2022). The U.S. Army, the largest of the branches, is in the worst position of the group.

Current recruiting numbers are starting to cause concern for legislators and senior military leadership. At the end of this most-recent fiscal year, the U.S. Army reached only 75% of its recruiting goal, a shortfall of 12,000 to 15,000 recruits. The Air Force, Navy, and Marines expect to get close to their targets but described this year as one of the most difficult since the draft was disbanded in 1973 (Thayer, 2022). Despite the challenges, the U.S. Army is putting forth its best efforts to reach young Americans in an attempt to sell them a career in the military.

## **Background**

The armed forces consist of six service branches: the Army, Marine Corps, Navy, Air Force, Coast Guard, and Space Force. The U.S. has over 1.3 million active-duty military members, making it the third-largest military behind China and India (Statista Research Department, 2022). The U.S. military has also been a volunteer force since 1973. The U.S. does maintain the Selective Service system, which has the power to draft males and requires all male citizens and residents residing in the U.S. between the ages of 18-25 to register with the service (Selective Service System, 2022). The draft has been used four times since its inception (World War I, World War II, Korean War, and Vietnam War) (Selective Service System, 2022).

The U.S. Army is the largest and oldest of the armed services. The army is headed by a civilian senior appointed leader, the secretary of the Army (SECARMY) and by a chief military officer, the Chief of Staff of the Army (CSA) who also serves as a member of the Joint Chiefs of Staff. Both leaders are directly appointed by the President of the United States and confirmed by the U.S. Senate.



Christine Wormuth, Secretary of the Army (Source: U.S. Army)  
(Source: U.S. Army)



General James C. McConville, Chief of Staff of the Army

**Mission Statement:** “To deploy, fight and win our nation’s wars by providing ready, prompt and sustained land dominance by Army forces across the full spectrum of conflict as part of the joint force. The Army mission is vital to the Nation because we are the service capable of defeating enemy ground forces and indefinitely seizing and controlling those things an adversary prizes most – its land, its resources, and its population” (Army, 2022).

**Motto:** “This We’ll Defend” (Army, 2022).

**Core Values:** Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage (Army, 2022).

Despite being an all-volunteer force, the U.S. military does continue to spend a large amount of time and resources into making sure it’s able to meet its personnel quotas. The size of the military is generally determined by the Department of Defense. Each branch of the military operates recruiting offices in every U.S. state (plus Guam and Puerto Rico) that have recruiters who guide potential recruits through the process of joining the military. The U.S. Army alone employs over 9,000 soldiers dedicated to recruiting efforts (Syeed & Whiteaker, 2018). Once recruits have spoken to a recruiter, they are set up to take the Armed Services Vocational Aptitude Battery (ASVAB) which is a placement test that reveals areas of strength and ability in science, math, and language and is used to match recruits to specific jobs within the service they are applying to. Recruits are then sent to their nearest Military Entrance Processing Station (MEPS) where they will be evaluated for mental, physical, and moral qualifications for enlistment. Assuming no disqualifying factors arise from this process, the recruit will then sign a contract, take the Oath of Enlistment, and begin their military career at Basic Training (“Steps to Join,” 2022).

# Issue

When the government fiscal year ended on September 30th, 2022, the U.S. Army reported that it fell 15,000 soldiers short of its recruiting goal. This is a shortfall of about 25%. While the Army was the only branch that experienced a significant shortage, all of the other services had to tap into their pools of delayed entry applicants, which puts them behind the next fiscal year goals ("US Army Falls," 2022). This worsening problem is beginning to spark debates in Washington on whether or not America's military needs to be restructured or reduced in size, or if a greater emphasis on incentives should be made.



SOURCE: ARMY TIMES

***"In the Army's most challenging recruiting year since the start of the all-volunteer force, we will only achieve 75% of our fiscal year 22 recruiting goal" -Christine Wormuth, Secretary of the Army (Source: Associated Press, 2022)***

Significant efforts had to be made by all branches to reach the recruiting levels that they did at the end of the fiscal year. Just halfway through the fiscal year, the Army and Navy raised their signing bonuses to \$50,000 which is an all-time high mark (Spoehr, 2022a). The U.S. Air Force spent \$38.5 million on recruiting bonuses alone last year (Thayer, 2022). The Navy also announced that it would pay up to \$65,000 of prior student loan debt for each recruit. This, coupled with enlistment bonuses, could entitle new sailors to \$115,000 in incentives (Andrews, 2022). Despite the financial enticements, the efforts are not meeting goals.

There are several external factors at play that are causing this crisis. Traditionally, in periods of strong labor markets, the military tends to see a downtrend in recruiting because life on the "other side" is good. The U.S. government reports that there are 4.6 million more open jobs than unemployed Americans who are actively looking for work (Spoehr, 2022a). This is not a new problem though. A recent trend shows that the pool of the target recruiting population that meets the minimum requirements for service is continuing to shrink with each passing year (Kube & Boigon, 2022). Only 23% of Americans in the age group of 17-24 meet the minimum enlistment standards, which is down from 29% in recent years (Lacdan, 2022). Additionally, only 9% of Americans who fall within that eligible population have any interest in serving (Kube & Boigon, 2022). There is a growing divide in America between the military and civilian population, and it is starting to affect the participation rates of an all-volunteer service.

Generational challenges are contributing to these recruiting pitfalls. The U.S. had a flash flood of recruits who joined in the months following 9/11. Now, over twenty years later, that generation of Americans who joined and now are at retirement age, are leaving the service as quickly as they came in. Some would say that Patriotism among the population of able-bodied Americans wasn't what it once was (Kube & Boigon, 2022). Additionally, the Pentagon found that among the target age range, only 13% had parents who had served in the military, which is down from 40% in 1995. This matters because parents are one of the largest influences on military service (Kube & Boigon, 2022). Finally, the military is still recovering from the ripple effects of COVID-19. Without access to high schools over the past two years, recruiters have not had the same reach to the target population that they once had before the pandemic.

## **Low Unemployment**

Struggles with military recruiting aren't necessarily a new phenomenon. Traditionally, in periods of low unemployment, the military tends to struggle with reaching recruiting milestones. Generally speaking, unemployment rates below 6% tend to be a barrier to military recruiting – the current unemployment rate is around 3.5% (Syeed & Whiteaker, 2018). To meet goals, the military must systematically provide attractive enough incentives to sway recruits away from competing for civilian alternatives. To do this, the branches offer either cash compensation or in-kind benefits such as health care and professional development incentives (Warner, 2009). Additionally, military recruiting and retention are responsive to the level of military pay relative to civilian sector wage opportunities. The current basic pay for a brand-new recruit in the Army who graduated from boot camp is \$2,054.70 per month (“The Civil Employee’s Resource,” 2022). A person who works 40 hours a week at McDonald’s in 2022 would take home around \$2,137 per month (Gombar, 2022). Fast-food companies such as McDonald’s saw a 10% pay raise over the last year and that number is expected to continue to rise (Marx, 2021). The annual military pay raise outside of promotion is around 3% which aims to account for normal inflation (“Military Pay Raises – 2004 to 2022,” 2022).

## **Politicization**

In recent years, the military is finding itself getting dragged into domestic politics more than ever before. To understand how this affects recruiting, it is important to recognize what the military has historically targeted for recruiting efforts.

The main predictors are not based on class or race but rather geography. The south, where military culture is prevalent and bases are plentiful, is the most popular region for military recruits (Philipps & Arango, 2020). Why is this? The answer is exposure. After the draft ended in 1973, the military decided to close many bases in northern states where long winters limited training. Today, those who grow up with



exposure to military communities and people who serve are more likely to join than those who do not. For example, Fayetteville, NC, which is home to Fort Bragg, produced more than twice the number of military enlistments in 2019 than all of New York City. With all of this considered, the politics of the military's prime recruiting region tend to lean conservative and lately, conservatives have taken critical issues with the military's leadership.

Several conservative lawmakers have criticized the military for taking on progressive politics within its ranks. The Heritage Foundation, which is a conservative think tank, opined that "weakness is the chief worry of grizzled American veterans today" (Spoehr, 2022b). These think tanks along with Republican lawmakers attribute the military's rise in DEI and climate change initiatives as a barrier to military recruiting. Despite this claim, there is no cause-effect data to support this point as a causal factor for low recruiting numbers. Major General Patrick Donahoe, who is the commanding officer of the U.S. Army Recruiting Command, states that there is no quantifiable data that support this claim made by conservatives (Howe & Baron, 2022).

One aspect of politicization that is a recruiting concern for military leaders stems from the fallout of the reversal of *Roe v. Wade*. Lawmakers now warn that state restrictions on abortion rights threaten to weaken recruiting and retention. Gil Cisneros, the Pentagon's Chief of Personnel and Readiness, said, "We have concerns that some service members may choose to leave the military altogether because they may be stationed in states with restrictive reproductive health laws" (Horton & Rouben, 2022). Additionally, there are more than 100 military installations in Southern and Midwestern states with total abortion bans, which will likely disincentive women to serve and encourage women to leave the military altogether. Not only does this affect females in the service, but it also has a detrimental effect on the female spouses of male service members who are stationed in these states.

## **Generational Challenges**

Health factors continue to remain a growing concern for military recruiting. Among 17- to 24-year-olds, 27% are ineligible for military service based on their weight alone. Over the past 50 years, the number of women ineligible due to weight has tripled, and the number of men has doubled (Johnson, 2012). While this has been a growing concern, it isn't necessarily new in 2022.

While recreational marijuana continues to be legalized in some states around the country, its usage is still prohibited in the military. Since marijuana is still illegal under federal law, it is also illegal for military members to possess, use, or distribute the drug, despite possibly living in a state where it is legal (McDonald, 2017). As of 2022, 21 states have legalized marijuana for recreational use. While marijuana continues to be illegal at the Federal level, this is a possible barrier to attracting potential recruits who are recreational users.

Some people have argued that the Defense Department hasn't done itself any favors in finding recruits. Earlier in 2022, the Pentagon launched Military Health System Genesis, which is a new electronic health record system for the military to help streamline care for service members, dependents, and veterans (Britzky, 2022). To streamline the military entrance screen process, Genesis aggregates health records into one database. While it intended to make recruiting easier, it's argued to have had the opposite effect. MHS Genesis reveals just about every medical hurdle a recruit has had in their lifetime. Usage of anti-depressants and ADHD medication as a child, which are often disqualifying factors, are now visible to recruiters (Britzky, 2022). A spokesperson for the U.S. Military Entrance Process Command said that while MHS Genesis "has increased medical disqualifications, it is a better tool to review an applicant's medical history and better ensure they meet the qualifications for military service" (Britzky, 2022). Pharmacy records are where the most problems arise. Something as simple as oxycodone usage for wisdom teeth removal would be flagged for further review, which often delays the process and discourages the applicants.

Additionally, members of Gen Z are more likely to report depression and anxiety than older generations (Bethune, 2019). During the COVID-19 pandemic, more than 70% of Gen-Z reported symptoms of depression (Stieg, 2020). Despite ADHD and depression becoming more and more common, almost half of all waivers submitted are declined (Woods, 2022). It was once an informal practice for recruiters to coach recruits to omit certain parts of their medical records to streamline the recruiting process and avoid red flags. While there is something to be said for due diligence to determine whether or not someone has the mental capacity to handle what is regarded as a stressful work environment, the military may have to look at getting creative with certain exceptions as their standards are becoming harder and harder to meet with each passing generation.

## **COVID-19**

The COVID-19 vaccine is another point of contention that is not going away within the armed forces. Up to 40,000 Army National Guard soldiers – about 13% of the force – have not yet received the mandatory COVID-19 vaccine. Roughly a third of this number have flat-out refused and could be forced out of the service within the coming year. The other two-thirds are waiting on religious exemptions. In August 2021, the Department of Defense announced that the COVID-19 vaccine would be mandatory for all troops to maintain the health readiness of the force (Watson, 2021). Now, over a year later, there are still delinquent soldiers. The military has a history of vaccine hesitancy. The most recent example came over the anthrax vaccine mandate in 1998. During this time, an estimated 16% of the Air Force left the service within two years as a result of the vaccine mandate (Mongilio, 2021). While the COVID-19 vaccine has stirred up retention, it may also affect recruiting. Amongst the 18-24-year-old population, which is the prime demographic for military recruiting, roughly 35% still are not fully vaccinated



as of November 2022, which is the lowest rate amongst the adult population. Therefore, those people are completely off the table for recruiting from the start. Despite the controversy, the military remains firm in its convictions that a mandatory COVID vaccine is critical for maintaining a healthy fighting force. In the early stages of the pandemic, the USS Theodore Roosevelt experienced an outbreak at sea in which over 500 sailors contracted the virus and one sailor died. The aircraft carrier had to divert its deployment to Guam for several weeks until it was certain that they were free and clear of the virus and could return to sea (Larter, 2022). Cases like this are serious threats to military readiness and have largely been avoided since the implementation of the vaccine within the ranks.

Like most of society, the 2020 COVID-19 pandemic had a detrimental effect on military recruiting. For nearly two years, recruiters were locked out of their most traditional forms of recruiting – high school roadshows. Without in-person visits, recruiters were not able to establish personal relationships with would-be recruits in the classroom. Additionally, they were not afforded opportunities for intimate education sessions to pitch the military lifestyle. Further, COVID-19 had negative effects on education outcomes across America (Sanchez, 2022). Pass rates for the Army's entrance exams faced similar outcomes (Rovero, 2022). Finally, with more employers shifting to flexible remote working environments, the Army faces a new employee perk that it just cannot compete with.

## **Appealing to Gen-Z**

***“They want community. They want purpose. They want what they’re doing to matter. I think we really need to reintroduce the Army to the country, to young people, to their parents, to influencers.” – Christine Wormuth, Secretary of the Army (Source: Johnson, 2022)***

The key to fixing the current recruiting crisis lies in appealing to America's youngest generation – Gen Z. A recent Department of Defense survey showed that only 9% of Americans within the target recruiting demographic are interested in serving in the military, which is the lowest since 2007 (Ware, 2022). Some lawmakers and policymakers believe that the services need to do a better job with refuting the negative perceptions about that military, especially in areas that are important to Gen Z.

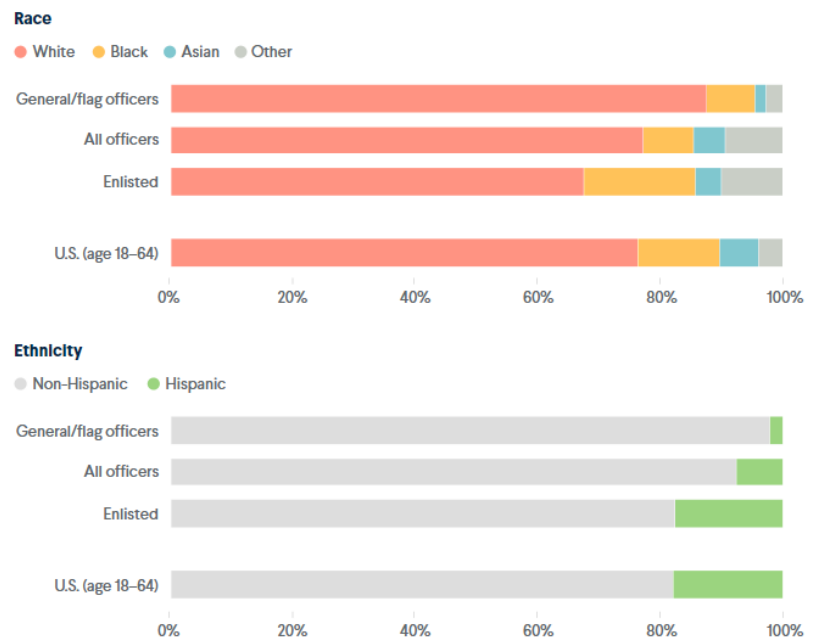
Researchers at Stanford University's Center for Advanced Study in the Behavioral Sciences have compiled a profile of characteristics that reflect the Gen Z population. The research involved a set of focus groups and multiple surveys, which reached over 2,000 adults between 18 and 25 years old. According to the research, “In summary, a typical Gen Zer is a self-driver who deeply cares about others, strives for a diverse community, is highly collaborative and social, values flexibility, relevance, authenticity and non-hierarchical leadership, and, while dismayed about inherited issues

like climate change, has a pragmatic attitude about the work that has to be done to address those issues” (Dewitte, 2022).

With this in mind, this information shows why an organization such as the military would not be an attractive option. For years, the military has struggled with diversity. While the representation of the services at the enlisted and junior officer level is generally on par with the civilian population, the disparity begins at the higher ranks where the vast majority of senior officers in service are disproportionately white males (“Demographics of the U.S. Military,” 2020). The military lifestyle by default is not very flexible. Training schedules and deployments are demanding. Certain missions and jobs demand that military members miss weekends, holidays, and even major life events. Finally, the military is a textbook example of the hierarchical leadership style that Gen Z seeks to avoid. Top-down leadership is the foundation of the military since its inception. With a rigid chain of command power structure, the military is a highly linear organization in terms of power. The lack of leadership positions with real opportunities to make an influential difference at young ages may be a systematic flaw that discourages Gen Z from wanting to pursue such a lifestyle.

Some branches are beginning to take note of what motivates Gen Z, evident in the evolution of military recruiting ad campaigns. Ads that catered to prior generations tended to have an individualistic approach that often emphasized masculinity and power. Today’s ads take a more-inclusive approach that focuses on diversity, empowerment, and community (See Figure 1).

Race and Ethnicity by Rank, 2018



Notes: Hispanic, considered an ethnicity and not a race, overlaps with racial categories.

Source: Congressional Research Service.

COUNCIL ON  
FOREIGN  
RELATIONS

# THEN

# NOW



Source: Military.com



Source: Goarmy.com



Source: Vintage-ads.livejournal.com



Source: Time.com



Source: Goarmy.com



Source: Goarmy.com

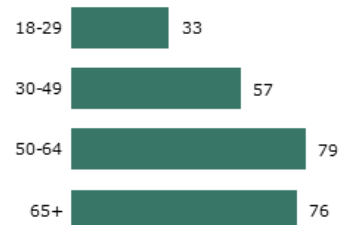
Figure 1: Military recruiting ads over the years.

# Military Civilian Divide and Media

The U.S. Military is the most trusted institution in the nation (Shelburne, 2022). Despite this notion, the divide between American troops and civilians is wider than ever. There are many reasons for this. For one, there are fewer family connections. In a Pew Research Center survey, 77% of adults aged 50 and older said they had an immediate family member who served in the military. In most of these cases, they likely had a family member who served before the end of the military draft in 1973. With that being said, adults under the age of 50 are much less likely to have these same connections. A total of 57% of those ages 30-39 say they have an immediate family member who served. That number drops to a third for those ages 18-29 (“The Military-Civilian,” 2011). Not only does this growing divide have negative effects on recruiting efforts, but it also is detrimental to the overall public perception of the armed forces.

## Young Adults Much Less Likely to Have Family Ties to Military

*% saying they have an immediate family member who served in military*



Note: For this analysis, immediate family members include parents, spouses, siblings and children.

Source: Pew Research Center survey, Sept. 1-15, 2011, N=2,003 adults.

PEW RESEARCH CENTER

Most Americans trust the military but don't completely understand what it does (Thornhill, 2019). This isn't as much a failure for citizens as it is a failure of communications by the U.S. Defense Department. Traditionally, media organizations are often kept at a distance and press releases are heavily scrutinized to ensure the message was consistent (Johnson, 2021). Traditionally, military public affairs emphasize persuasion, while the goal should be focused on information and education (“Army Public Affairs,” 2022). Cultural issues within the military continue to draw scrutiny. The negative stigma surrounding mental health treatment is a good example (Hernandez, 2021). Racism and discrimination are still prevalent (Stafford et al, 2021). Widespread cases of sexual assault and harassment continue to plague the ranks (Associated Press, 2021). In many of these cases, service members and families had to resort to outside media organizations to have their messages heard.

The military has had a heavy hand when it comes to forming the appearance that is portrayed in mass media, some could even make the case that it is propaganda (Olla, 2021). The DoD had significant influence in the scripts for Top Gun, Pearl Harbor, and even Captain Marvel. Additionally, the Pentagon gave its stamp of approval for more than 900 TV shows since 2005 (Alford, 2017). The military even has a role in the video game industry (Shaban, 2013). In almost all of these cases, the military is portrayed in a positive and heroic light while the reality is a little more complex. Most military personnel never even see war. Despite this, the stressors of military life can have a huge emotional toll on a servicemember (Liautaud & Martin, 2019).



# **Changing the Narrative**

Despite the military's best efforts to put forward flashy, action-packed movies and television drama, young Americans are still not sold. When considering a path for employment, young Americans greatly value the overall quality of life that can be offered by their employer. The negative narratives about life in the military continue to drown out all of the positives that can be had from a service life.

Last year, the U.S. Army had its highest suicide rate in 100 years (Hauptman, 2022). Many services still have yet to create a standard operating procedure for anonymous mental health reporting under the Brandon Act which passed in Congress in 2022. The Brandon Act's namesake was a Navy sailor who committed suicide after receiving retaliation from supervisors for seeking mental health treatment ("The Brandon Act," 2022). The aforementioned cases of sexual harassment and racism are concerns for young recruits. Additionally, military pay has not kept up with inflation. The on-base housing system is plagued with mismanagement and poor quality (Roza, 2021). Military barracks continue to provide unsafe and unsanitary living conditions (Clark, 2021). Until the military can correct these systemic issues, it will continue to struggle to attract recruits to join its ranks.

# **Arming Recruiters**

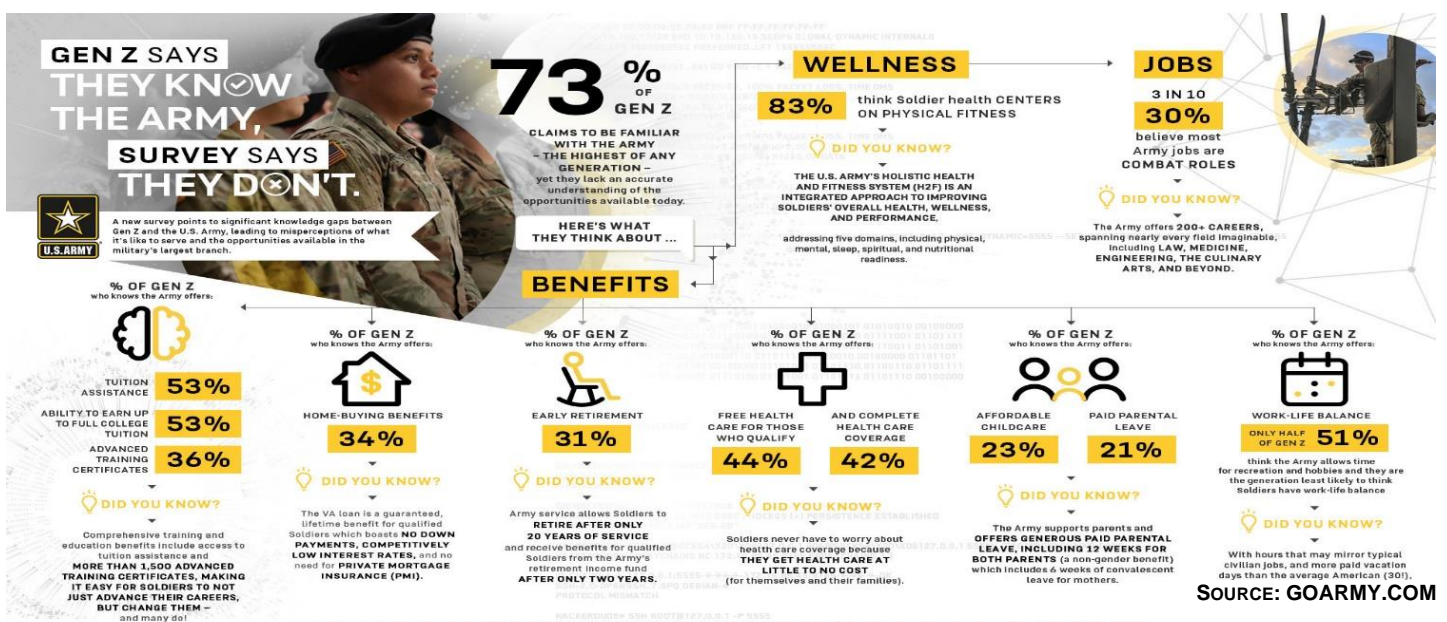
In 2009, the Army did a pilot with the commercial sales software, Salesforce.com, to assist with recruiting efforts. The idea was to offer a non-intrusive recruiting tool where people could learn about the Army and funnel more willing recruits in the direction of recruiters (Roza, 2021). In 2018, the Army officially implemented a program to replace its information system supporting recruiters with a commercially based system that was customized for the Army. The replacement of the legacy system would allow Army recruiters in the field to, in real-time, create, access, apply, transport, and register information for enterprise-wide use. This in turn will improve capabilities in prospecting, interviewing, processing, and leading recruits ("Army making moves," 2018). Despite the efforts, the Army still does not have a fully deployed, mobile-friendly sales software system to assist recruiters (Ferrari & Kem, 2022).

# Conveying the Message

**“The Army has what Gen Z is looking for in an employer. They just don’t know it” – Major General Alex Fink, Commander of U.S. Army Marketing (Source: Woods, 2022).**

Despite the cultural issues that persist with the military, many advantageous programs exist that are very persuasive factors for young adults to join. The benefits are plentiful when compared to most employers. Military members and their family members are entitled to high-quality health care with little to no cost. They are entitled to 30 days of paid leave each year and have competitive parental leave benefits as well. Additionally, soldiers in good standing qualify for up to full college tuition coverage through the GI Bill. Military members are also entitled to the VA Loan, which is a guaranteed lifetime benefit housing mortgage that involves no down payment and competitively low-interest rates (“Benefits,” 2022). These are all benefits that young adults are having difficulty finding with their civilian employers and they are hiding in plain sight. The problem – the military isn’t effectively communicating these benefits to its target population.

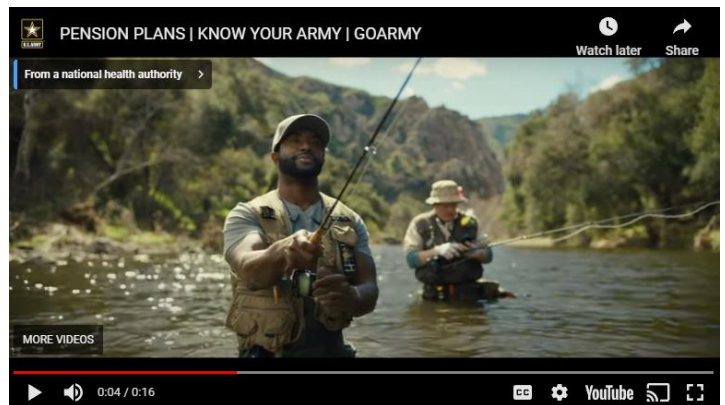
Earlier in 2022, the U.S. Army surveyed 3,000 people across a representative sample of the U.S. population. The findings were very telling, especially with the Gen Z population, about how misinformed Americans are regarding military lifestyle and benefits. A total of 73% of the Gen-Z population claimed to be familiar with the Army, which was the highest of any generation. The results that followed, showed this was not the case. Only 53% of Gen-Z were aware of the ability of military members to receive full college tuition. Only 34% were aware of home-buying benefits, and 31% were informed about early retirement and pension opportunities. Less than half were aware of





the health care benefits. These results sounded the alarm within Army recruiting and advertising departments (Vandiver, 2022). The “Know Your Army” campaign that followed shifted focus from soldiers in the field and instead emphasized the “perks” that are involved with military service. The overall goal is to focus on the privileges that set the military apart from the average civilian employer (Bauke, 2022).

In a series of YouTube videos, the Army created an ad campaign that instead of rather boasting the army, decided to commentate on the relatively sad state of affairs for the average civilian employee (Sicard, 2022). For instance, in a short film about homebuying benefits, a soldier on a camping trip says, “So, uh, we’re getting that house we told you guys about.” Her friends, surprised, respond with “you’re buying a house?” She replies with, “Yeah, soldiers get VA loan guarantees.” The civilian friend replies “Well, my office gives free bagels.” A similar ad features two men fishing in a river. The older of the two receives a phone call that he has to answer. It’s a work call. He looks in jealousy and the young soldier who is standing in the river with no care in the world. The older man asks the young man, “What do you do?” to which he replies “Retired.” The older man questions him by asking “Tech?” The young man replies, “Nah, Army” (Sicard, 2022). The seven-installment campaign features videos along the same theme.



With the growing number of media platforms involved in 21<sup>st</sup>-century advertising, the military continues to emphasize its growing online and social media presence to reach young Americans. The rebranding of websites and social media pages is now at the forefront of Army recruiting. These media are the one-stop shop for information regarding careers.

“As a full-time Soldier, the free, high quality medical care the Army provides my family and I is second to none.”  
 — Staff Sgt. *Hersson Ceballos*



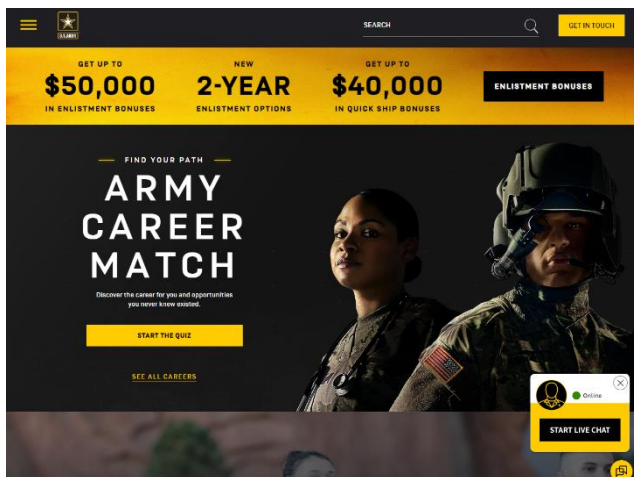
“The amazing training opportunities we receive in the Army help make us highly competitive with civilian counterparts.”  
 — Sgt. 1st Class *Wintre Renee Davis*



SOURCE: GOARMY.COM

# The Future of Military Recruiting

This case shows that the Army is slowly adapting to modern trends in talent recruitment. After decades of TV ads, booths in shopping centers and schools, cold calls, and sporting events, the Army is slowly immersing itself in the digital world. While the old ways have their effects, they can be, time-consuming, costly, and don't adequately leverage the technology that Gen Z's prefer. Gen-Z spends an average of 3 hours a day on social media and nearly 6 hours a day on their mobile phones (Walker). For the first time, the military is beginning to rely on civilian marketing firms to accelerate their online recruiting efforts. For instance, the U.S. Navy recently signed a five-year, \$457 million contract with the global advertising agency Young & Rubicam (Corbet, 2016). The pathway to reaching the target recruiting population is in plain sight and the military is finally starting to adapt to overcome its ongoing recruiting challenges.



SOURCE: GOARMY.COM



SOURCE: GOARMY.COM

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