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EXECUTIVE SUMMARY

19 August 2015

(U) EFFECTS OF DEPLOYMENT FREQUENCY ON RECRUITING AND RETENTION.

(U) Empirical data shows that recruiting and retention in the Army National Guard (ARNG) is significantly correlated with mobilizations. Soldiers that have a previous mobilization are 12.5% less likely to attrite over the course of a year. Additionally, mobilizations affect the length of reenlistment commitments over the career of a Soldier. On average, each additional year of mobilization results in approximately 1.79 years in reenlistment commitment over the life cycle of a Soldier. Each year of mobilization where a Soldier received hostile fire pay results in an additional 2.55 years in reenlistment commitment. For every 1% of the ARNG's national assigned strength that is mobilized, recruiting write-rates drop by 0.015. Each percentage of a State's assigned strength that is mobilized only reduces its write-rate by 0.0034, implying that nationwide perceptions of mobilizations are much more influential than the perception of mobilization within a specific State.

Consideration:

- What happens to ARNG Recruiting and Retention when Soldiers are no longer being employed to meet operational needs and for premier training exercises?

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INFORMATION PAPER

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SUBJECT: Effects of Deployment Frequency on Recruiting and Retention

1. Purpose: To determine how the duration and nature of deployments impact the recruiting and retention efforts of the Army National Guard (ARNG).

2. Summary: Retention in the ARNG has a significant positive correlation with mobilizations. Soldiers that have a previous mobilization are 12.5% less likely to attrite over the course of a year than those that have not mobilized and on average, each additional year of mobilization results in approximately 1.79 years in reenlistment commitment over the life cycle of a Soldier. Previous survey data is inconclusive on Soldier recruiting patterns based on mobilizations.

3. Background:

a. As the ARNG reduces its deployments and the National Guard force of the future is determined, Soldiers and potential recruits may adjust their expectations of what military service in the ARNG entails. This could subsequently impact recruiting and retention as Soldiers observe a military in transformation and decide whether the new military aligns with their personal and career goals. Changes in Soldier turnover will have second and third order effects on the ARNG's ability to achieve strength objectives over the Future Year Defense Program (FYDP).

b. The primary data source for this study is the Reserve Component Management System – Guard (RCMS-G). This study was comprised of three separate projects measuring the impact of deployments on recruiter productivity, reenlistment commitment length, and attrition losses. Recruiting productivity for this study is measured through each State's write-rate. The write-rate for each State is defined as recruiting accessions divided by recruiter man-months. Additional data on bonuses, mental category limits, nationwide mobilization levels, statewide mobilization levels, and upcoming mobilizations were incorporated into this analysis. Reenlistment commitments were measured in total years a Soldier's initial expiration term of service (ETS) was extended. Since a Soldier may reenlist anywhere from 1-6 years each time he/she is reenlistment eligible, the number of reenlistments per Soldier is less useful than the total number of years a Soldier decides to remain in the ARNG. This study also controlled for Soldier demographics that will affect Soldier decision-making. Attrition rates were analyzed by considering the likelihood of individual Soldier attrition each year.

c. It is important to note key assumptions and limitations of this study. One important assumption is that mobilized Soldiers are representative of the ARNG as a whole. If a mobilized and non-mobilized Soldier have important differences, these differences may be the underlying cause of our results. This risk should be sufficiently

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mitigated; however, by controlling for a variety of Soldier factors such as age, prior service / non-prior service type, and gender. Additionally, correlation does not necessarily imply causation. Outside factors such as home environment, personal career goals, and leadership quality are difficult to measure but will likely influence Soldier decision-making. New data collection methods, such as exit survey data, should be collected and made available on a regular basis to facilitate inferences between environmental factors and recruiting and retention.

4. Conclusion: Recruiting and retention in the ARNG is significantly correlated with mobilizations. Soldiers that have a previous mobilization are 12.5% less likely to attrite over the course of a year. Additionally, mobilizations affect the length of reenlistment commitments over the career of a Soldier. On average, each additional year of mobilization results in approximately 1.79 years in reenlistment commitment over the life cycle of a Soldier. Each year of mobilization where a Soldier received hostile fire pay results in an additional 2.55 years in reenlistment commitment. Additional mobilizations also potentially screen out individuals that are not a good fit for an Army career. For every 1% of the ARNG's national assigned strength that is mobilized, recruiting write-rates drop by 0.015. Each percentage of a State's assigned strength that is mobilized only reduces its write-rate by 0.0034, implying that nationwide perceptions of mobilizations are much more influential than the perception of mobilization within a specific State.

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