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READY AYE READY? AN INITIAL SURVEY OF NAVAL RESERVE RECRUITING

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JCSP 40

Exercise Solo Flight

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EXERCISE *SOLO FLIGHT* – EXERCICE *SOLO FLIGHT*

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RECRUITING**

LCdr S.M. Lewis-Simpson

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Word Count: 2738

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READY AYE READY? AN INITIAL SURVEY OF NAVAL RESERVE RECRUITING

The Problem

The mission of the naval reserve (NR) is to “force generate trained sailors and officers, who can be employed at sea and ashore in a wide range of missions.”¹ This is a broad remit, and one which is being further defined during the ongoing NR Structure Review.² In 2012, the Chief of the Defence Staff (CDS) issued a directive towards a “predominantly part-time professional” reserve force. It is clear that, in order to achieve the stated mission, the NR requires strong and active recruiting of new applicants and also a vibrant intake of trained sailors and officers retiring from the Regular Force or full-time service to achieve the same capability as it currently produces, or better.³

There are problems identified with management of CFRCs and recruiting personnel, CFRMS requires modification, the process is too cumbersome, messaging needs to be targeted towards the part-time environment, and the entire question of reserve recruiting responsibilities needs to be examined.

This initial survey of the recruiting problem was conducted utilizing a variety of data in a time-compressed environment. The initial impetus for the study proved to be a poor number of recruits enrolled at HMCS CABOT despite a robust local attractions programme and despite good relationships and interaction with Canadian Forces Recruiting Centre Detachment (CFRC Det) St. John’s. Through conversations with other

¹ National Defence, Royal Canadian Navy, Director General Strategic Readiness, “Strategic Directive for Naval Reserve Tasks Definition and Organization/Establishment/Occupation Structure Review”, 26 January 2015. RDIMS #347623.

² *Ibid.*

³ National Defence, Chief of the Defence Staff, “Primary Reserve Strategic Guidance: Vision, Mission, and Guiding Principles”, 18 December 2012.

reserve commanders in the local area and across the country, it became quickly apparent that the problem was not CABOT's alone, and was shared by a significant number of units across Canada and across all four reserve commands of navy, army, air and health services.

Interviews with CABOT's current and former recruiters, regional Military Career Counsellors, and local civilian recruiters were conducted. A qualitative survey was sent to all NRD command teams and other personal contacts within Army, Air, and Health Services Reserve.⁴ In total, 28 respondents provided frank assessments of reserve recruiting within Canada. This data was compared with that of other jurisdictions, drawing upon the experience of contacts in the UK and United States, and benefited from a recent opportunity to speak with Ms Fleur Thomas, Director Engagement, Defence Relationship Management, Ministry of Defence. Quantitative data/statistics from NRHQ SSO Recruiting also informed the analysis.

Initial recommendations are made throughout the text, as appropriate; areas for further analysis are noted as well.

Defining the Need and the Numbers

Perhaps the most relevant study to be undertaken concerning recruiting was a Special Report from Defence Ombudsman Yves Côté in 2006.⁵ Specific to reserve recruiting, M. Côté found that there was "an urgent need for the development and implementation of a National Reserve Recruiting Policy."

⁴ The full survey responses are listed at Annex 1, edited slightly for grammar.

⁵ Côté, Yves. *The Canadian Face Behind the Recruiting Targets. Special Report A Review of the Canadian Forces Recruiting System: From Attraction to Enrolment* (Ottawa, 2006).

Although there are some very good Reserve recruiting practices in place, a number of areas need attention, including significant inconsistencies and variations amongst the three environments and across the country. The ad hoc system currently in place is neither efficient nor is it adequate to meet the needs of the Canadian Forces. Given the current operational demands on Canada's military, it is absolutely crucial to have a Reserve Force that can shoulder more of the burden. To do that, thousands of Reserves must be recruited. This will require a national policy and a common standard.⁶

In formulating this recommendation, M. Côté has hit upon what is perhaps the crux of the wicked problem that is reserve recruiting: what is the actual need of the Canadian Armed Forces for its reserve: sustainment of the present full-time positions, or an increased presence? And what might that presence be? The *Report on Plans and Priorities 2013-14* calls for a “robust and well-trained, predominantly part-time Force located throughout Canada...to meet the security and defence needs of the future.”⁷

As of May 2015, there were 3050 members in the naval reserve, one tenth of the authorized total reserve force.⁸ Approximately 550 of these were in full time Class B and C positions of a potential 5800 full-time PRes positions on operations, in force generation, on course, and support of the institution.⁹ Practical experience as a reserve CO informs that at least 10 trained sailors are needed to generate one full-time sailor for the fleet. Furthermore, 1.2 to 1.5 enrolled recruits are required to force generate one trained sailor. Therefore, one could roughly estimate that between 5500 and 6600 part-

⁶ Cote, 2006, p. 6.

⁷ National Defence, “Departmental Performance Report 2013-14: Response to Parliamentary Committees and External Audits”, 7 November 2014 [accessed 29 May 2015] <http://www.forces.gc.ca/en/about-reports-pubs-departmental-performance/2014-section-iii-response-to-parliamentary-committees-external-audits.page>.

⁸ Naval Reserve MOS Strength Report, unpublished, May 2015.

⁹ National Defence. “Department of National Defence and the Canadian Armed Forces - Report on Plans and Priorities 2014-15,” 6 March 2014 [accessed 29 May 2015] <http://www.forces.gc.ca/en/about-reports-pubs-report-plan-priorities/2014-reserve-force.page>.

time reservists, or twice the current strength, are required to meet current need.¹⁰ If this is an overestimation, it would still remain that the number of part-time sailors required to fill one full-time billet in the fleet will be significantly higher than what is currently on the reserve strength. A straight one to one ratio is not achievable in a part-time environment—nor, indeed, is it achievable in the full time environment—and these force capability requirements and projections are currently under review.¹¹

The 2013-14 Departmental Performance Report notes that, for the regular force, “most occupations are either at their authorized strength levels or have sufficient personnel in the training pipeline to make up current shortages.” However, “the attrition rate has increased for the past two years.” If one takes the average rate of attrition for the overall CAF, the Naval Reserve will lose approximately 180 sailors in 2014-15.¹² As of 4

¹⁰ The authorized strength of the PRes is 30,000. If one subtracts the most recent numbers of funded positions of the other three reserve elements, the positions available for the Naval Reserve stand at 6629: “Report on Plans and Priorities 2014-15.”

¹¹ National Defence, Royal Canadian Navy, Director General Strategic Readiness, “Strategic Directive for Naval Reserve Tasks Definition and Organization/Establishment/Occupation Structure Review”, 26 January 2015. RDIMS #347623.

¹² Attrition Rates for the CAF Regular Force			
Fiscal Year (FY)	Trained Officers	Trained Non-Commissioned Members	Overall CAF: Trained and Untrained
2002-03	4.9%	6.4%	6.4%
2003-04	4.5%	6.3%	6.1%
2004-05	4.5%	7.1%	6.7%
2005-06	5.4%	6.8%	6.8%
2006-07	6.3%	8.0%	8.3%
2007-08	6.8%	8.3%	9.1%
2008-09	7.7%	8.9%	9.1%
2009-10	6.3%	7.1%	7.6%
2010-11	5.3%	6.8%	6.6%
2011-12	5.4%	6.5%	6.0%
2012-13	5.2%	7.2%	6.6%
2013-14	5.5%	7.2%	7.3%

May, NRHQ estimated 105 NCMs will be enrolled this year from 310 total files. There is a clear need for increased recruiting.

The Sell and the Sellers

Nationwide, demographics are unfavourable. Within Newfoundland and Labrador (NL), for example, there is the fastest ageing population in Canada; with population decreased by 11.5 per cent in 20 years. There is stagnant population growth in St. John's, greater growth in Northeast Avalon, and stagnant in NL. Succession planning poses a large challenge for CABOT and all other organizations in area. There is frictional unemployment in St. John's, yet relatively high unemployment in rural NL. The same sort of rural-urban demographic imbalance can be found in many areas across Canada. A one-size fits all approach to attractions will not work.

Rural areas are more likely avenues for successful recruiting due to the higher unemployment in these areas. Yet, these rural detachments are exactly those affected when Canadian Forces Recruiting Group (CFRG) scaled back from 800 full time recruiters in 39 recruiting detachments to 570 recruiters working in 31 CFRCs in 2008. It was assessed in a 2012 review that "the detachment closures and full-time [personnel] cuts will have a significant impact on reserve processing" and also on First Nation recruiting "since the majority of centres closed serviced outlying regions where these candidates reside".¹³ Indeed, the adverse effects of recruiting centre closures in 2012 were noted by several respondents to the Recruiting Survey.¹⁴

¹³ National Defence, Chief of Review Services, *Evaluation of Recruiting and Basic Military Training* (November, 2012), p. 22.

¹⁴ For example: "It's harder in Rouyn-Noranda because CFRG closed the recruit centre in 2012." "In rural area like Abitibi-Témiscamingue, after the closure of the recruit the only DND footprint left is my

Recommendation: CMP conduct a study on the impact of CFRC closures in rural areas, particularly concerning effects on First Nations, Canadian Rangers/P Res recruiting.

The Sellers: The Recruiters

Although many recommendations made by M. Cote in 2006 have been acted upon by CFRG, some persistent problems require attention.¹⁵ M. Cote noted that the quality of service to applicants is especially lacking.

The area most in need of improvement is the level and quality of service that is provided by recruiters to applicants....Maintaining regular contact with applicants must not only become a priority for recruiting staff, it must become the norm. In short, Recruiting Centres must become 'client focused' organizations. To do this, the recruiting system must aggressively develop, implement, communicate and monitor client service standards. If the quality of service provided to applicants is not improved, the Canadian Forces will continue to fail to attract the services of some of the most skilled Canadians.¹⁶

This is a performance and personnel management problem first and foremost. Recruiters are billets to be filled by the career managers. Some recruiters, both not all, are excellent, exhibiting a duty of care and genuine concern to attract, guide and enroll the very best. Recruiting is a talent and a skill, and a good recruiter is not formed solely by training. However, training must be timely and be completed prior to a recruiter taking up his or her duties to set them up for success. Ongoing professional development is also

detachment. Without an official mandate my permanent personnel and my recruit Sgt are acting almost like a recruit centre." "With the local recruiting centre closed, communication with the closest unit is hard and slows down the process." "...Adding personnel and re-open closed dets [will assist in the recruiting process]." "We need more presence at local CFRC."

¹⁵ "I feel I know the recruiting process quite well. It can be improved by having the proper people in the office who are motivated, maybe it is just our Det that is the problem. It is taking way to long for the initial contact." "I know the recruiting process pretty well. It can be improved by having a better relationship with CFRC. On several occasions CFRC does not put reserve applications as priorities even though we have different deadlines and must meet a SIP at a different time than Reg Force." "A lot could be done to improve this process, 1. If the recruiting centers had one evening a week to do processing this might make it easier for Res files as most have jobs or school to attend during the regular work day."

¹⁶ Cote, 2006, p. 4.

required to ensure recruiters are knowledgeable and are able to compete with their civilian counterparts in an increasingly competitive labour market.

In other words, meeting the established recruiting targets cannot and must not be the only benchmark for the Canadian Forces. To be effective and successful, and to attract the best and the brightest in Canadian society, the military recruiting process must be viewed and managed as a client-driven service.¹⁷

Consider the United States Navy website.¹⁸ Recruiters are recruited, a trade of itself. A sub speciality with strict selection criteria is the way to go forward.¹⁹

Recommendation:

Recruiters require training in a timely manner to be adequately supported to do their jobs.

Career managers must be directed to fill the recruiting positions with top candidates who express a willingness and aptitude to succeed in recruiting.

Recruiters, once selected, must not be re-tasked at any stage to permit continuity, duty of care with applicants, and constant presence in the local area.

The Sell: Attractions and Coordination

The messaging provided in national campaigns does not always emphasize what the reserve can offer with a focus rarely on the part-time environment. Traditional media and centralized campaigns are excellent and achieve excellent results.²⁰ It is noted that the @ForcesJobs twitter account and website has recently taken a holistic approach, and

¹⁷ Cote, 2006, p. 10.

¹⁸ US Navy, "See what it takes to become a Navy Recruiter", <http://www.navy.com/careers/recruiter.html#ft-key-responsibilities>.

¹⁹ Naval Reserve Recruiting Survey, Question 8: "We need to hire people that are skilled in recruiting not just hire the person who applies. There are good recruiters out there and they need to be kept in the recruiting system. We should look at proper courses to educate people on the art of recruiting. Sailors could be given incentives to recruit. PER points or financial incentives."

²⁰ Cote, 2006, p.15; CRS, *Evaluation of Recruiting*, p. 17.

has created reserve-specific media messaging.²¹ Yet, it still is left largely to individual reserve units to conduct attractions and create product. This is a very hit-and-miss thing, dependent on local resources and the capability of personnel and resources, resulting in an uncoordinated attractions effort, which reflects poorly on the image of the CAF as a whole. Furthermore, in areas with a smaller candidate pool, several reserve elements can and do compete for the same candidates, resulting in multiple school visits, multiple booths at career fairs, and multiple asks. This multiplicity of messaging at the tactical and ground level is at odds with the singularity of messaging from the centre.

Concerning attractions, the orders specifically concerning recruiting do not provide any policy guidance, which by their nature are under the authority of ADM(PA).²² So, the situation exists that the reserve commands are responsible for their own attractions, but are given few tools to conduct those attractions or to tailor the message specific to their unit's needs while still being part of a greater national attractions effort.

Recommendations:

CFRG with ADM(PA) should seek to adapt current messaging and campaigns for the part-time environment, creating a centralized corporate voice for all members within the CAF but tailored to those who wish to serve part-time.

CFRG should build on successes and conduct a robust and proactive recruiting campaign for the part-time environment.

Local attractions campaigns should be coordinated through multiple local units and CFRCs to guard against recruiting fatigue of potential candidates and to maximize contacts.

²¹ <https://twitter.com/ForcesJobs>. The reach of this twitter account (3152) is not as great as the @CanadianForces account (35700) and the two should be synchronized for maximum outreach.

²² DAOD 5002-1: Enrollment.

Responsibility for Recruiting

No one and everyone seems to carry responsibility for reserve recruiting, or, indeed, recruiting in general. There seems to be little change from M. Cote's findings from 2006:

Fundamentally, it is impossible to assign accountability for the success or failure of the Canadian Forces recruiting system to the Commander of the Canadian Forces Recruiting Group when the Commander does not have the authority over several aspects (or components) of that system.²³

Moreover, performance measurement procedures must be developed and implemented in order to monitor progress in a variety of areas, including communications between the various organizations involved in the recruiting process.²⁴

DAOD 5002-1 (Enrollment) lists no less than 14 bodies who are responsible for part of the recruiting process.²⁵ If there are points of failure in any of these organizational or individual hurdles, the recruiting process fails. For example, all western units who responded to the survey have reported suboptimal results from CRFC Calgary. One CO reported that "We have no problem with attraction - it is the processing that is the problem. We had over 150 files this year with only 4 enrolments - need I say more?" There appears to be significant problems in some regions but not others. CFRG is responsible to ensure that performance is measured appropriately and action taken accordingly.

²³ Cote, 2006, p. 25.

²⁴ Cote, 2006, p. 5

²⁵ Comd CFRG; DG Pers and Family Support Services; DG Health Services; occupation advisors; DPGR; D Research Personnel and Family Support; DPPD; Deputy Provost Marshall; Commanding Officers and formation HQs; CO CRPG; CO RCSU HQ; C: cadet corps; CO Recruiting Det.

The Process

Perhaps due in part to the multiplicity of responsibilities, the current recruiting process is not sufficiently nimble to expediently meet the needs of the CAF and expectations of potential recruits, particularly top candidates who have and do exercise other options. Fortunately, problems with the recruiting process are perhaps the most straightforward to solve. The recruiter from PEI summed up the current process: “FORCE test, CFAT, MED, CRNC/GARDA, Interview, then Enrolment.”²⁶ These steps are sequential, with each a hurdle that must be overcome in the right order before attempting the next hurdle. This poses unnecessary delays and single points of failure. The UK’s Maritime Reserve has streamlined the process a step further, and recruits are provisionally enrolled and employed in the unit much earlier while waiting for results of security clearance and medical.²⁷ This necessitates Command taking more risk, but the rewards of having the applicants through the door and engaged as part of the unit far outweigh risks that can be mitigated. One step in the right direction was taken in 2005 which gave individual Recruiting Centres the authority to “enrol applicants who meet all other enrolment requirements, and who successfully pass their medical parts one and two.”²⁸ This creates risk, but results in a more timely system.²⁹ With this precedent, it is perhaps time to revise the sequential system.

Another point which bears investigation is the notion of timing and priority processing. Currently, CFRC staff members are routinely given direction to prioritize particular trades or applicants, largely based on the strategic intake plan for regular force

²⁶Annex: Recruiting Survey, Question 3.

²⁷ Personal communication, Lieutenant Commander Mark Coyle, Executive Officer, HMS Calliope, Newcastle, February 2015.

²⁸ Canadian Forces General Message 097/05.

²⁹ Cote, 2006, p. 37.

trades. There are two point of interest here. The first deals with timing and recruit battle rhythm: reserve files must be processed by a specific date, which generally corresponds with the date for ROTP file completion. This creates a bottleneck in the system, with ROTP files largely preferred. Likewise, there have been reports of reserve files being set aside in favour of processing a priority regular force applicant, with the result that there are significant, and somewhat punitive, lag times in processing reserve files.

Recommendations:

Revise the recruiting process towards a more concurrent rather than sequential approach.

Take recruits on unit strength while medical is ongoing, to be enrolled when medical and security is complete.

Priority Processing should be used to prioritize all applicants, whether regular force or reserve. Any candidate deemed as excellent should be processed first over mediocre candidates, no matter what the type of service.

NAVRES and P Res Element Commands should push the recruiting battle rhythm to have recruits enrolled no later than December, avoiding bottlenecks at year end, and contributing to sense of community for new recruits.

CFRG should monitor key performance indicators like file generation to enrollments in relation to the SIP, and hold recruiters or dets to account when performance is poor.

Towards a Reserve Recruiting Policy

Because of the complexity and interrelationships necessary to generate success, I would concur with M. Cote that a reserve recruiting policy is appropriate to facilitate understanding and appreciation of recruiting for the part-time environment. Reserve needs are not the same as regular force and need to be underscored in the policy and literature.

The Chief of Military Personnel, in consultation with the Chief of Reserves and the other various stakeholders, develop and implement a National Reserve Recruiting Policy. While establishing national goals and procedures, this policy must also recognize the unique requirements of the various Reserve elements.³⁰

In essence, units need to be enabled so they can conduct quality recruiting: “Having the ability to truly compete is imperative if you want quality people to work for your organization.”³¹

Quick Hits

All recruits should conduct an entrance interview after basic training to identify any common trends and problems of the previous year to make active change towards the recruiting process including attractions, etc.

CFRC should be open at least one evening per week for call backs and processing.

SIP should forecast at least three years in advance for better planning and recruiting strategies across the country and not just by unit.

Implement Co-Op and high school course credits across the country.

Set up a recruiting best practices database so recruiters can learn from each other’s successes.

Reengage seasoned recruiters.

³⁰ Cote, 2006, p. 45.

³¹ Recruiting Survey.

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ANNEX 1. NAVAL RESERVE RECRUITING SURVEY.

Raw data from Recruiting Survey, conducted between 19 April to 12 May 2015, with 28 respondents, some self-identified, some anonymous.

Q1 Will you meet your SIP this year?

Yes. We will exceed it. 18.52%

Yes. 18.52%

No. We will not make the SIP. 62.96%

- (ARMY) It's harder in Rouyn-Noranda because CFRG closed the recruit centre in 2012
- (HSVCS) Depending on CRNC and RMO of course
- Will exceed original SIP of 11 by almost 200%
- 50% of SIP will be made - better than last year but not what we wanted
- Yes, if SIP actually ends in June. No if it really ends in May.
- Applicants are slated for the positions, time is the main concern
- The new processing model takes way to long from application to enrolment. In PEI our Med staff comes here once a month for meds this puts a huge wait time on files.
- CFRC puts RegF recruiting ahead of Res, especially MilCol ROTP at this same time of year
- A combination of processing challenges and recruiter effectiveness/strategy will result in under achieving the SIP

Q2 To your knowledge, how is your unit doing in comparison with other local units, organizations or civilian employers?

We are on par, recruiting numbers are up for all. 14.81%

We are on par, we will make SIP. 14.81%

We are doing better than other units. 18.52%

Recruiting numbers are down for all local units. 33.33%

Recruiting numbers are down for us, but not for other units. 18.52%

Q3 How well do you understand the recruiting process? How can it be improved?

- (ARMY) I believe I understand it fairly well. All applicants treated equally, currently officer failures do not have the same level of screening as OT/CT/Recruit. Also it would be advantageous if all candidates were recruited at a time where they can complete the BMQ and BMQ Land before proceeding on trades training for Army trades.
- The Reserve units are responsible for attraction and after that the interested people need to start their enrolment through the CFRG web site. I know CFRG had to go

through budget cuts but I don't think going through the web site is the way to go. For the Reserve CFRG should transfer the full recruiting responsibility.

- (HSVCS) Streamline recruiting processes. Medical questionnaires with guidelines absolute & relative contraindications to CAF, if lying then administratively release later. Majority would be good to go.
- Need to shorten the contact until enrollment timeframe.
- (CAB) More coordination should be fostered between PRes units in the local area. Focused attraction events have proven to be fruitful for Army PRes units but unfortunately, HMCS CABOT was not given the opportunity to partake. In the future, collective resources should be included in individual formal attraction events.
- Reasonably well. There are delays to CFRC short term priorities and our recruiters not being allowed to login to the new system. Officer files need to be processed much earlier as well
- Fully understand it. Yearly cut off date should be moved to last week of May. Or cut off should depend on unit's capabilities.
- (WEST) I feel I know the recruiting process quite well. It can be improved by having the proper people in the office who are motivated, maybe it is just our Det that is the problem. It is taking way to long for the initial contact.
- I know the recruiting process pretty well. It can be improved by having a better relationship with CFRC. On several occasions CFRC does not put reserve applications as priorities even though we have different deadlines and must meet a SIP at a different time than Reg Force.
- I understand it completely. Hire others in positions of responsibility who also completely understand the Recruiting process.
- With the advent of CFRIMS 2.0 there are now many holes that could have been mitigated by manual input that can no longer be corrected. The central model is failing badly and it actually requires more people to make it work than the previous model.
- I just came off my course so I think I have a pretty good handle on the processing part. I am currently developing an articulated and strategic recruiting plan for my unit. I also plan to tweak the message we send regarding employment to encourage applications in the fall. Two key messages will I will be highlighting are: First, individuals can focus on studying rather than on job search in Jan/Feb thus giving them an advantage over other students who have to worry about both exams and finding a summer job; and Second, the opportunity to be better prepared over the winter for summer training means they will be more successful in general.
- I have 4 months experience and no recruiting course until September. With the local recruiting centre closed, communication with the closest unit is hard and slows down the process.
- Very well (spent 5 years as MCC and Det commander). Yes, adding personnel and re-open closed dets
- I have a great understanding of the process as I worked at CFRG DCN for 3 years. A lot could be done to improve this process, 1. If the recruiting centers had

one evening a week to do processing this might make it easier for Res files as most have jobs or school to attend during the regular work day...I am the FORCE test administrator and I have started doing this and found it is much easier to get in touch with people and most are free during these times. 2. the current process is FORCE test, CFAT, MED,CRNC/GARDA, Int, then enrollment. Here on PEI Med staff only come once a month so they could do their Med when the Med staff are here but they won't be booked because the haven't wrote the CFAT yet then they are stuck waiting for the next month to do the MED. 3 because the Med is not done yet the CRNC does not get submitted if we could submit the CRNC/ GARDA when the finish the CFAT this could save us time as well.

- SIP needs to be out in early summer, and recruits enrolled by end Dec to go away on trg the following summer. Otherwise, all our applications get held up at the CFRC in early spring, even though we have enough files to meet our SIP, we don't get them enrolled in time.
- By CFRG increasing the production on our (RCN) files
- get CFRC to process our files as rx'd instead of after ROTP etc
- Not well. I depend on my sr recruiter to take the lead and ask questions as required. I still don't fully understand how the SIP is calculated, and I think it needs to be improved by looking at small units, lack of quals in units and in particular what the retirement/SIP outlook is at least 5 years out to ensure critical shortages are not incurred.
- CFRG needs to align recruitment with summer training pre-reqs...they need to push files earlier in the year
- The process is a moving target but it is clear that the reserve files are not always a priority.
- Lots of areas for improvement - advertising using local resources, some forward thinking at higher levels (ie implementing Co-op), better understanding of policy at HQ so that we are not always left to our own devices, better trg for recruiters (and some trg for all ship's coy on how to make the sale).

Q4 How often does your unit use professional networking websites when recruiting job candidates?

Always 7.69%

Most of the time 0.00%

About half the time 15.38%

Once in a while 19.23%

Never 57.69%

Q5 What were the potential hang-ups in how quickly potential recruits were enrolled from initial contact?

Candidate's procurement of GC Key 3.70%

Transfer of files from HQ 14.81% (4 respondents)
 Medicals 48.15%
 Security 7.41%
 Booking interviews and CFAT 22.22%
 Lost contact with candidate 3.70%

Average enrolment was three to six months, some respondents reporting enrolments were taking 12-18 months. Some Western units reported longer times: “5 months was the shortest, we had one take 2 years”. Other factors which were noted to have affected enrolment times included the time of year, and the dedication of the recruiting staff to process the file. If ROTP files or other regular force trades took priority, for example, the reserve files would be delayed or not processed at all before the regular force trades, therefore missing the deadline for summer training.

Q6 Overall, are you satisfied with CAF's recruiting process, neither satisfied nor dissatisfied with it, or dissatisfied with it?

Extremely satisfied 0.00%
 Moderately satisfied 11.11%
 Slightly satisfied 7.41%
 Neither satisfied nor dissatisfied 11.11%
 Slightly dissatisfied 22.22%
Moderately dissatisfied 25.93%
 Extremely dissatisfied 22.22%

- (ARMY) Sometimes I have the perception recruit centre does not pay attention to the needs of the reserve units.
- (ARMY) Process is driven by the recruiting center and Unit has no ability to manage files
- (HSVCS) Many inefficiencies. Need outside the box thinking with appropriate risk management.
- The process is working but things can be made more efficient and effective
- The recruiting process needs to be faster. Candidates are waiting months before they complete an aptitude test, Force Test and Medical examination. Some candidates become uninterested after waiting for so long.
- A one-size-fits-all model will never exist. Trying to force a full-time selection model to work for a part-time employment model does not work. People in the military that make these decisions believe they can order civilians around just like they do with subordinates in the military. It is that disconnect between the two that will keep us from ever meeting what we think our goals are.
- The length of time from contact to enrolment is excessive, the process should be accomplished much quicker to keep candidates' interest and make the most use of recruiters' time.

- Processing is arduous and is detrimental to our operational effectiveness. Our screening is not favourable to individuals whose ethnic background is not purely Canadian. Individuals who make it through our citizenship system should not be disadvantaged because they have contacts outside Canada. If they are good to be Canadian citizens then they should be fine to be in the military.
- They are sending both recruiters away to teach this summer for 3 months.
- CFRG DCN is great to deal with and they do try to process our files but there hands are tied because they are just following the process set up by CFRG
- Takes too long compared to others who are hiring.
- The process is too long and cumbersome.

Q7 What can we do to improve interaction and processes of CFRG?

- (ARMY) In rural area like Abitibi-Témiscamingue, after the closure of the recruit the only DND footprint left is my detachment. Without an official mandate my permanent personnel and my recruit Sgt are acting almost like a recruit centre.
- (ARMY) Return recruiting back to units for the reserves
- (HSCVS) As above. LEAN methodology. Timelines & targets. Performance measurement. Subcontract with incentives.
- Need to tighten up the timelines. Civilian employers can hire in a few days to few weeks. Today few people are willing to go through 6 months of waiting to hear about a job.
- Streamline the process for medicals by enabling family doctors to deliver portions of it. Make sure that documentation is readily available (on a push basis) to ensure family doctors understand what's required. Implement metrics and checks to ensure file processing occurs in a timely fashion. Balance the central CFRG Reg F intake requirements with Reserve Force intake requirements to allow for adequate/appropriate staff attention for the needs of both components - this should take into account regional dynamics rather than be a single national standard to allow for geographic/demographic differences.
- Have my own recruiter.
- If possible, more individualized communication should be provided between the unit recruiter and the potential applicant. The goal should be to make a personal connection so that applicants develop a sense of loyalty to their future organization. This will make the applicant more inclined to be actively engaged in the recruiting process, which is key in successfully attracting talent.
- More direct contact from CFRC to the NRDs.
- Smaller units require more access to med staff.
- We need more presence at local CFRC.
- There needs to be more awareness that processing cannot take 8 months for reserves. As well the CFRMS system is useless. Maybe we need to go to an outside contract to do our processing like the UK and Australia has done
- CFRG and the CFRCs need to understand that the Naval Reserves' training is conducted in the summer, and we have deadlines to meet for the SIP; so that candidates may attend the summer training period. Putting reserve files as a

priority during the months of Dec, Feb and Mar could improve the waiting period for aptitude tests, and all the recruiting process tests need to be conducted in a timely manner. It is taking way too long for candidates to complete all the necessary testing.

- 1. Get away from the viewpoint that within the CAF it is "us and them" (CFRC & units) to "there is only us" (CAF). 2. Understand the recruiting cycle (include from the start of attraction to end retirement). 3. Funding that is managed correctly.
- Embed personnel in the CFRC that are willing to overcome any obstacle in their path. This means assisting clerks with their paperwork, become just as good at RegF Recruiting as PRes Recruiting, always keep track of your people in the system and genuinely care, set the example for others at the CFRC and actively look to see what holes.
- Simplify the process and make access to all the parts (ie. CFAT, interview, security, medical, FORCE) available more easily and in a timely manner.
- I work at a Reserve Unit so I am very far removed from the CFRG. During my training I heard more often than not that Reserve Units are treated differently than the Dets that work directly for CFRG.
- I work for NAVRES so I don't really have access to CFRG. However, the CFRG representatives who presented on my course said they would be happy to try to help me anytime I had a question.
- More staff, more mentorship, more communication. 5 months for a part time job is a hard sell.
- Dedicated processing resources to NAVRES at CFRG
- This is something that NAVRES HQ and CFRG need to work out perhaps in remote dets they could loosen the regs on the processing order and let them do whatever works for their Det. Already addressed.
- Dedicated pers processing navy files.
- Our relations with CFRC are quite good. They are as responsive as they can be but are hamstrung by their internal dictates
- With no recruiting det in my area, there needs to be more often and flexible remote processing, and then we are attempting to assist CFRG by recruiting for everything - RegF, ResF, Aboriginal pgms, and in all elements. Recruiting cannot be targeted at just one trade or element.
- More resources and training
- Embed staff at CFRG at the correct rank level to ensure the reserve files are properly prioritized.
- More defined SLA - better understanding at HQ of what NRDs need. Notice the last SLA was developed and signed without NRD input.

Q8 How can we attract more sailors to the naval reserve?

- (ARMY) Even though a lot of our communication is through technology people still need to do face to face interaction. The closure of the recruit centres and the use of the web application slowed down the process.

- Provide interesting training and employment opportunities
- Increase awareness. Navy has little cache for Cdn population.
- Focus on the two streams- recruits who will always be reservists and the life/civ skills and experience they will take to civ employer. 2nd have those who want to join the Reg Force try it first to see if they like in the reserves.
- Continue to show what the RCN can offer and how the positive aspects of this organization differ from those of its competitors (ie ARAF and Army PRes). There are things that the RCN can offer applicants that other units/organizations are unable to. You need to compete for the best and brightest. Like in any competition, you need to focus on your (your unit's) strengths and explain these strengths to the interested parties who could potentially join your group. Having the ability to truly compete is imperative if you want quality people to work for your organization.
- Give larger SIPS to units that can fill them.
- This year has been a banner year for our unit. Our applications have doubled from last year. Unfortunately outside sources (CRNC/Garda as examples) have hampered our results thus far. As well we should be using/keeping seasoned recruiters. Bringing in fresh blood both at the same time will prove detrimental/disastrous to our recruiting efforts. Boots on the ground with experienced recruiters with great recruiting and contact relations will be key.
- Visibility
- We have no problem with attraction - it is the processing that is the problem. We had over 150 files this year with only 4 enrolments - need I say more.
- More predictability; the summer training periods needs to be defined early enough so that students (biggest interest in joining the Naval Reserves) can plan their final exams, etc. with more than a week of notice.
- Hire from within NAVRES pers who can sell and allow them to sell NAVRES. It is not complicated.
- Aim for more people at the high school level. Get engaged with your high school guidance counsellors promote the Reserves as a place to help people to get through post-secondary school with skills that are in demand in the job market. When a person has been in for 5-7 yrs, a greater percentage will stay in for 1-3 yrs longer and beyond once they enter the workforce because they enjoy what they are doing and they are no longer doing it just for the money. It will become more of a part of them. Better training for and selection of recruiters.
- I was surprised to find that many individuals I spoke with not that interested in the money - they wanted to first to serve and second to have unique adventures. In my opinion (since you asked) we need to develop a brand that better reflects how well the Reserve can fill these needs. The "Part-time Careers, Permanent Rewards" poster is beyond boring!! It might have a lot of information but nothing of interest to a young person that would entice them to join the Reserve.
- Bring back the summer program. Potential recruits can try out the military and then choose to stay. It's easier on parents and it gives the potential applicant something to look forward too or to spark the interest of other applicants.
- Attraction is not the current problem in my area.

- If you want to join the army Res. you can join in grade 10 as long as you wait until you have finished the school year then they do BMQ. In NAVRES you need to be in grade 11 because we have the DL/DT and need to be enrolled before the school year ends (need 6 grade 10 credits). If we could enrol in May grade 10 students if the High School could give us a letter to keep on file that the student is on track to having those credits...and if they do finish those credits regularly enrol them. This way they could start the DL/DT. Here at QCH I have a grade 12 external credit approved through the School Board for BMNQ. This proves to be a good tool for attracting at Schools.
- Better visibility of the RCN
- Get them processed quickly when they apply!
- Faster recruiting, more honest appreciation of what the process and training will involve, more opportunities with experienced personnel to take prospective recruits to experience what the job is really like.
- Have small boats and more opportunities for exciting training beyond lectures or RHIB exercises
- Focus should be put on influencers. The CFLC executrek initiatives should also focus on getting influencers to sea. We need to hire people that are skilled in recruiting not just hire the person who applies. There are good recruiters out there and they need to be kept in the recruiting system. We should look at proper courses to educate people on the art of recruiting. Sailors could be given incentives to recruit. PER points or financial incentives.
- Best bet is happy NRD sailors who speak well of the Naval Reserve. Second step is a process which does not take anything more than 8 weeks from application to enrolment without any duplication of effort on behalf of the recruiter or the applicant.