



Innovative Approaches to Optimize the Recruitment Process

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JCSP 50

Exercise Solo Flight

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Innovative Approaches to Optimize the Recruitment Process

“Canada will provide its military with the right people, in the right numbers, to enable our members succeed in the missions that Canada asks of them”¹

– *Our North, Strong and Free: A Renewed Vision for Canada’s Defence*

INTRODUCTION

Serving in the Canadian Armed Forces (CAF) is an unparalleled privilege that instills a deep sense of pride in those who have the honour to serve their country. In the past few years, the CAF has focused on recruiting and selecting the best candidates to replace personnel leaving the military service. Unfortunately, like other militaries across the globe, the CAF is currently facing a significant challenge with a high attrition rate.² This pressing issue needs to be addressed head-on to maintain its operational capacity and readiness. Failure to do so will only exacerbate the problem and lead to further complications. Swift and effective action is required to ensure the absolute effectiveness of the CAF. As mentioned in *Our North, Strong and Free: A Renewed Vision for Canada’s Defence*: “the current gap between the Canadian Armed Forces’ actual force size and our authorized force is unsustainable and needs to be filled rapidly.”³ To attain the desired goals, it is imperative to adopt innovative and practical strategies to help attract and retain selected candidates during their recruitment phase before being sent to basic military training.

The selection process is a critical phase that follows the recruitment of candidates wanting to join the military. This phase ensures that recruits possess the necessary skills and knowledge to perform their duties and serve their country effectively. Investing in people and developing innovative strategies to attract and retain the best candidates is crucial to rebuilding our forces. This approach would also help retain members who have reached the occupational functional point (OFP) and are on their first terms of service (TOS). This requires eliminating outdated processes and adopting new approaches that align with the latest trends and best human resources (HR) practices in recruitment and retention.⁴ In today’s competitive work environment, it is vital to implement effective

¹ Department of National Defence. “*Our North, Strong and Free: A Renewed Vision for Canada’s Defence*,” April 8, 2024. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/north-strong-free-2024.html>: 19.

² Mihai-Bogdan Alexandrescu, “*Specific Elements of Marketing in the Recruitment and Selection of Human Resources Process in Romanian Army*,” Scientific Bulletin - Nicolae Balcescu Land Forces Academy 23, no. 2 (2018), <https://www.proquest.com/docview/2258659573/abstract/65AD0B73C4DE481EPQ/1>: 67.

³ Department of National Defence. “*Our North, Strong and Free: A Renewed Vision for Canada’s Defence*,” April 8, 2024. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/north-strong-free-2024.html>: 17.

⁴ Department of National Defence. “*Our North, Strong and Free: A Renewed Vision for Canada’s Defence*,” April 8, 2024. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/north-strong-free-2024.html>: 18.

practices to ensure the long-term retention of skilled individuals and cultivate an environment conducive to continuous growth and development within the organization.

Given these circumstances, it should be determined if there is a critical stage where the CAF needs to focus on developing effective strategies to better prepare recruits. This essay aims to demonstrate that the phase between candidate recruitment and the commencement of basic training holds the most significant potential for improvement. This paper emphasizes on optimizing that phase and providing strategies to achieve it. The program's effectiveness would be improved by investing in education and training, fostering resilience, and cultivating an inclusive environment. This would allow candidates to acquire the necessary skills and knowledge to improve their success significantly. This essay will address a multitude of factors that can substantially influence and impact the recruitment process and explore pre-initial training models in other militaries that have gained momentum.

CURRENT PROBLEM DEFINITION

Like many other Western government institutions, such as the Department of Defense (DoD) and European military establishments, the CAF has faced challenges rebuilding its military.⁵ The impact of the COVID-19 pandemic on various industries, including the military, has been devastating. As a result of the limited intake during that period, the CAF has unfortunately suffered an additional setback in attaining its recruitment target. There are currently 10,000 middle-level positions that remain unfilled in the Regular Force.⁶ In fact, the current CAF recruitment system was designed to sustain a six percent attrition rate, while the average rate has been between eight and nine percent.⁷ According to the latest available numbers, the average attrition rate is trending to be 9.8 percent, and a complete reconstitution is not likely to occur before 2032 if no action is taken.⁸ To grow and prepare for its annual attrition forecast, the organization has to plan its recruitment with their allocated budget and consider the time it takes new recruits to reach OFP based on their occupation and entry plan.⁹ Despite the difficulties,

⁵ Alexandrescu, Mihai-Bogdan. "Specific Elements of Marketing in the Recruitment and Selection of Human Resources Process in Romanian Army." Scientific Bulletin - Nicolae Balcescu Land Forces Academy 23, no. 2 (2018), <https://www.proquest.com/docview/2258659573/abstract/65AD0B73C4DE481EPQ/1>: 67.

⁶ Department of National Defence, "Report of the Independent External Comprehensive Review," 20 May 2022, <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/report-of-the-independent-external-comprehensive-review.html>: 194.

⁷ Fetterly, Ross. "The Importance of People in Defence," Canadian Global Affairs Institute, 2018. <https://canadacommons.ca/artifacts/1186452/the-importance-of-people-in-defence/1739575/>: 1. See also, Department of National Defence. "CAF Retention Strategy." Report on plans and priorities, October 6, 2022. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/caf-retention-strategy.html>: 3.1 Attrition in the CAF.

⁸ Rostek, Mike, A. "Latest Trends in Human Resources", PowerPoint Presentation, Canadian Forces College, Toronto, ON, presented on 2 May 2024: Personnel Shortfalls, slide 4.

⁹ Serré, Lynne. (2016). "Chapter 09 : Managing the Personnel Resources of a Military Occupation: Attrition Forecasting and Production Planning." (RCAF Defence Economics, Canadian Forces Aerospace Warfare Centre External Literature (P) DRDC-RDDC-2016-P134). Ottawa ON: Defence Research and Development Canada: 243.

the CAF remains committed to enhancing its capabilities and fulfilling its responsibilities to ensure the safety and security of Canada and its population.¹⁰

For the CAF, the main area of concern is the substantial disparity between the authorized force size and the actual personnel.¹¹ Several key factors determine the success of attracting and retaining qualified candidates prior to their initial training. A few of them have been identified as problematic for recruitment, including changes in societal values, motivations to join the military, and competition with the private sector.¹² To effectively address these issues, the CAF must expeditiously revamp its HR processes to bridge the personnel gap, maintain its marketing campaigns to foster workforce diversity, rebuild trust and investigate the underlying reasons why candidates withdraw from the recruitment and selection process.

Recent research has identified reasons why military candidates may withdraw from the CAF selection process, as shown in Figure 1. In order of importance, the three main reasons that applicants withdraw their applications are the length of the process, personal/family reasons, and poor communication during the selection process.¹³ To ensure that the CAF continues to attract and retain highly motivated and engaged individuals, it is essential to proactively identify and address these key factors that may impact their decision to pursue a military career. This involves a thorough understanding of the needs and expectations of CAF applicants at all stages of the recruitment and selection process, from initial interest to the start of training. Factors influencing their decision include career opportunities, overall job satisfaction, training and development, compensation and benefits and work-life balance. By proactively addressing these factors, the CAF can improve its recruitment and retention efforts and ensure that it remains an attractive and rewarding career option for individuals seeking meaningful and challenging work.

¹⁰ Department of National Defence. “*Our North, Strong and Free: A Renewed Vision for Canada’s Defence*,” April 8, 2024. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/north-strong-free-2024.html>: 14.

¹¹ Ibid., 17.

¹² Christopher J. McMahon and Colin J. Bernard, “*Storm Clouds On The Horizon: Challenges and Recommendations for Military Recruiting and Retention*,” *Naval War College Review* 72, no. 3 (Summer 2019), <https://www.proquest.com/docview/2246150612/abstract/817F5994D8C749A1PQ/1>: 1.

¹³ O’Rourke, K., Connick-Keefer, S.J.A. (2022). “*Applicants’ reasons why they may decide to withdraw from the Canadian Armed Forces selection process: Qualitative findings*” (Director General Military Personnel Research and Analysis Scientific Letter Report DRDC-RDDC-2022-L180). Ottawa ON: Defence Research and Development Canada: 3.

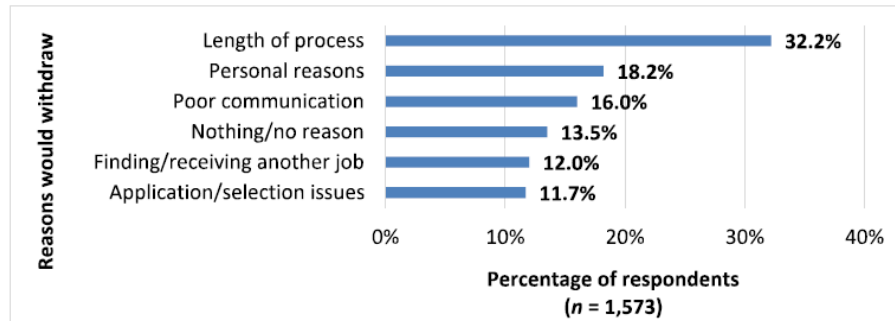


Figure 1: Six most commonly cited reasons applicants may withdraw.

Source: O'Rourke, K., Connick-Keefer, S.J.A. "Applicants' reasons why they may decide to withdraw from the Canadian Armed Forces selection process: *Qualitative findings*." 3.

RECRUITMENT AND SELECTION

Joining the CAF involves several steps to ensure that candidates meet the requirements and are suitable for military service, as shown in Figure 2. In addition to satisfying the eligibility criteria such as citizenship, good character, and minimum age, candidates must undergo a set of assessments to determine their capabilities to serve.¹⁴ These assessments ensure that candidates have the necessary academic qualifications and aptitude to excel in the military. The recruitment process comprises an initial online application followed by reliability screening, aptitude tests (Canadian Forces Aptitudes Test (CFAT)), personality assessments (Trait Self Descriptor–Personality Inventory (TSD-PI)), medical examination and interview.¹⁵ In some cases, candidates may be exempt from completing the CFAT/TSD-PI to fast-track their enrollment.¹⁶ Successful candidates then receive an offer outlining their initial TOS and training requirements.

¹⁴ Government of Canada. "Joining the Canadian Armed Forces | Canadian Armed Forces." Accessed April 25, 2024. <https://forces.ca/en/how-to-join/#bt>: Can I Join.

¹⁵ Government of Canada. "Joining the Canadian Armed Forces | Canadian Armed Forces." Accessed April 25, 2024. <https://forces.ca/en/how-to-join/#bt>: Steps to Join. The CFAT is a psychometric test administered to all applicants to the CAF. The purpose is to give your military career counsellor an indication of your best-suited occupation. TSD-PI is a personality test that provides information on your personal characteristics and qualities.

¹⁶ Ibid.

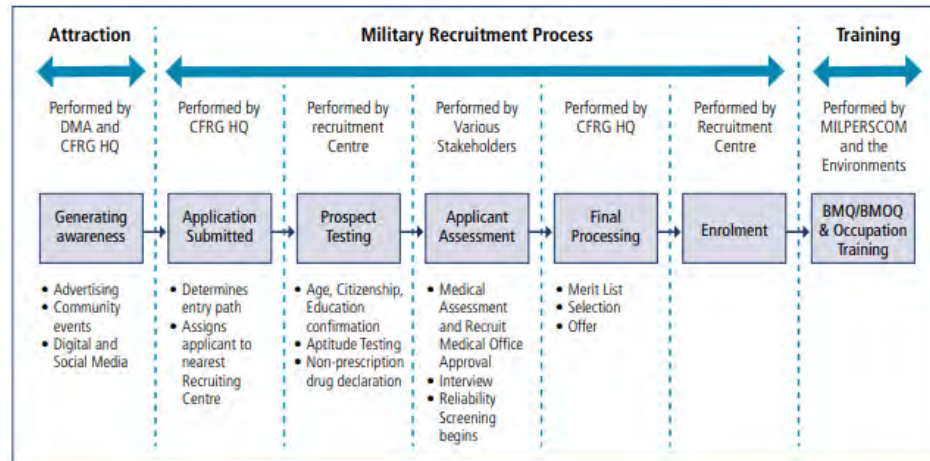


Figure 2: Military Recruitment process.

Source: Department of National Defence. “*Report of the Independent External Comprehensive Review of the Department of National Defence and the Canadian Armed Forces.*”: 197.

Moreover, a physical evaluation is required to enroll in the CAF. As part of basic training, recruits undertake the Fitness for Operational Requirements of CAF Employment (FORCE) Evaluation twice—once in week one and again in week five—to assess their fitness levels. This evaluation helps ensure that all CAF members are physically ready for the demands of their respective roles.¹⁷ The new recruits undergo a rigorous nine-week Basic Military Qualification (BMQ) program to gain fundamental skills essential for all military trades while performing general military and common defence and security duties.¹⁸ On the other hand, the Basic Military Officer Qualification (BMOQ) is a comprehensive training program designed to equip military officers with the knowledge, skills, and experience they need to lead troops effectively and safely in various situations. Both programs are offered in Canadian official languages, and courses run on average twice monthly. Most of the training for the CAF takes place at the Canadian Forces Leadership and Recruit School (CFLRS) located in Saint-Jean-sur-le-Richelieu, Quebec. Basic training for reserve units can either take place at the local reserve unit location or an alternate CAF training centre.

Human Resources Challenges

Various organizations, including Defence Research and Development Canada (DRDC), the Office of the Auditor General (OAG), and the CAF, have studied the CAF’s recruitment and retention strategies to find ways to improve the recruitment and retention of CAF members.¹⁹ Recent research has shown that approximately 32 percent of the

¹⁷ Government of Canada. “*Joining the Canadian Armed Forces | Canadian Armed Forces.*” Accessed April 25, 2024. <https://forces.ca/en/how-to-join/#bt>: Basic Training.

¹⁸ Laroche, Marie-Andrée et al., “*Assessment of Training Load, Sleep, Injuries, and Operational Physical Performance During Basic Military Qualification.*” *Military Medicine* 188, no. 7–8 (July 1, 2023) <https://doi.org/10.1093/milmed/usac334>: e2018.

¹⁹ Office of the Auditor General. “*Report 5, - Canadian Armed Forces Recruitment and Retention - National Defence.*” Accessed February 3, 2024.

respondents have expressed frustration with the extended processing times and delays, making them consider withdrawing their applications.²⁰ Many have indicated that the recruitment process takes excessively long to complete, and the wait to receive a decision regarding their application is significant. Some respondents have reported experiencing extended delays between various stages of the process, such as the time between completing the aptitude testing and processing the medical assessment.²¹ More than half of the comments on this issue indicated that the recruitment process has taken at least a year but less than two.²² However, it is not uncommon for the process to last over two years, as indicated in the survey of O'Rourke and Connick-Keefer, which is quite dramatic.²³ The OAG and DRDC acknowledge that our recruitment process is not ideal and must align with the government's objectives. One of Canada's defence policy goals is to expedite the process, which begins with the recruitment phase. To succeed, additional funds and recruiters are required to bridge the gap between the actual numbers and what is required. The number has been trending down significantly since fiscal year 2012-13, as shown in Figure 3.

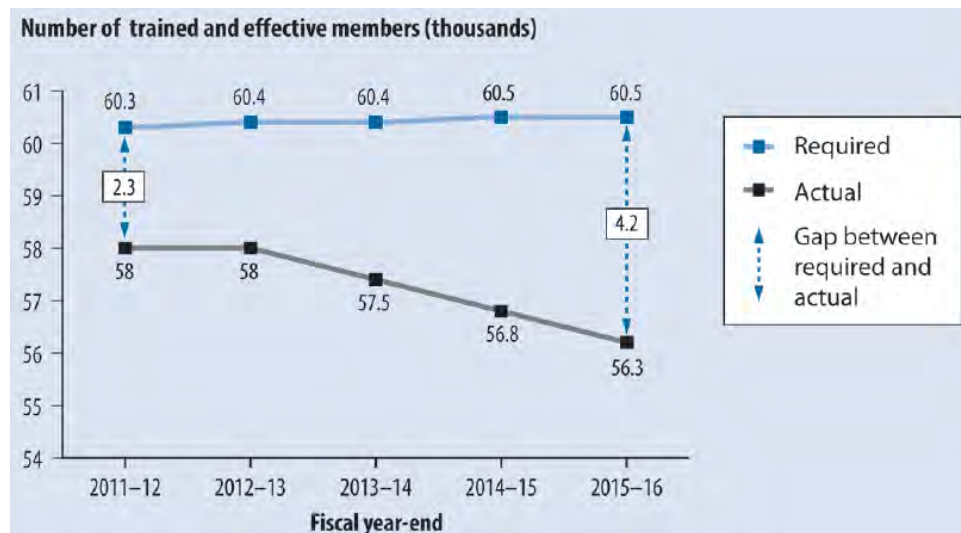


Figure 3: The gap between the required and actual numbers of trained and effective Regular Force members increased from about 2,300 at the end of the 2011-12 fiscal year to about 4,200 at the end of the 2015-16 fiscal year.

Source: Office of the Auditor General. *“Report 5, - Canadian Armed Forces Recruitment and Retention - National Defence.”*: 11.

²⁰ O'Rourke, K., Connick-Keefer, S.J.A. (2022). *“Applicants' reasons why they may decide to withdraw from the Canadian Armed Forces selection process: Qualitative findings ”* (Director General Military Personnel Research and Analysis Scientific Letter Report DRDC-RDDC-2022-L180). Ottawa ON: Defence Research and Development Canada: 3.

²¹ Ibid., 3.

²² O'Rourke, K., Connick-Keefer, S.J.A. (2022). *“Applicants' reasons why they may decide to withdraw from the Canadian Armed Forces selection process: Qualitative findings ”* (Director General Military Personnel Research and Analysis Scientific Letter Report DRDC-RDDC-2022-L180). Ottawa ON: Defence Research and Development Canada: 3.

²³ Ibid., 3.

In December 2021, the Armed Forces Executive Council, led by the Chief of the Defence Staff, approved a recommendation to expand the training pipeline based on research simulations presented by Vincent and Straver.²⁴ Increasing the number of candidates is a logical step towards achieving a higher number of trained recruits; however, it is important to consider that this approach also comes with some constraints. While there are numerous benefits of using advanced technology for candidate recruitment and testing, we must recognize the substantial expenses that would arise if we were to increase the number of recruiting locations, hire more skilled recruiters and increase the number of candidates being processed. The decision to bear such high costs should not be made hastily. Conducting a thorough cost analysis before embarking on any venture is important to identify potential expenses and ensure they align with Canada's defence spending and strategic goals. Failure to do so could result in financial strain for the Department of National Defence. Nevertheless, this investment should give the CAF the advantage of acquiring new talent.²⁵

A beneficial strategy would be temporarily increasing CFLRS's training capacity to speed up the recovery of the force size.²⁶ The minimum and maximum course capacity must be considered to ensure an adequate number of personnel for training and reduce intake if there are already personnel waiting for training. As reserve units' basic training is done at a different location than CFLRS, having both Regular and Reserve Forces attend the same courses may be advantageous to optimize training and centralize qualified instructors.

Another aspect to consider would be improving communication about what is expected from the organization and candidates. In feedback from O'Rourke and Connick-Keefer's survey, candidates stated that one main reason for potentially withdrawing from the selection process was the lack of communication and difficulty reaching out to recruiters.²⁷ This indicates that we must focus on improving our services in this area and relay accurate information to candidates. Fortunately, rectifying this issue is relatively simple. To enhance the candidate experience, we must prioritize transparent communication and ensure our recruiters are readily accessible and responsive to all inquiries and concerns.

²⁴ Vincent, Etienne, and Michelle Straver. "Determining the Required Training Capacity Within a Military Establishment." SN Computer Science 3, no. 3 (May 2022), <https://doi.org/10.1007/s42979-022-01122-z>: 1.

²⁵ Department of National Defence. "Our North, Strong and Free: A Renewed Vision for Canada's Defence," April 8, 2024. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/north-strong-free-2024.html>: 17.

²⁶ Petter Y. Lindgren and Ane Ofstad Presterud, "High Unemployment and the Armed Forces: The Costs and Benefits of Recruiting Military Personnel in Norway," Defence and Peace Economics 34, no. 3 (April 3, 2023), <https://doi.org/10.1080/10242694.2021.2008190>: 360–84.

²⁷ O'Rourke, K., Connick-Keefer, S.J.A. (2022). "Applicants' reasons why they may decide to withdraw from the Canadian Armed Forces selection process: Qualitative findings" (Director General Military Personnel Research and Analysis Scientific Letter Report DRDC-RDDC-2022-L180). Ottawa ON: Defence Research and Development Canada: 3.

Demographic Trends

As our society is undergoing significant demographic changes in the workforce, the CAF must prioritize recruiting Generation (Gen) Z, individuals born between 1997 and 2012.²⁸ Although the CAF had previously focused on millennials or Gen Y (born between 1981 and 1996), it is now time to adjust its talent acquisition and retention strategies to align with the preferences and traits of both Gen Y and Z. By 2025, it is estimated that they will represent 75 percent of the global workforce.²⁹ Gen Z are well-educated, particularly the women; they are proficient in high-tech uses such as cyber security and information technology.³⁰ They are interested in and active in politics and are pragmatic. These generations are known for embracing diversity, equality, and social justice, making them natural advocates for fostering an inclusive military culture.³¹ As for millennials, they value equality, informality, personal growth, and happiness. Compared to previous generations, those belonging to Generation Y and Z are particularly interested in achieving a work-life balance that allows them to fully enjoy their life experiences.³² Harnessing their unique skills, values, and perspectives is essential for maintaining the strength and effectiveness of our armed forces.

The military relies on the rich diversity of its members. It acknowledges that each new generation brings a distinctive viewpoint and set of expectations that it embraces as an asset rather than a liability. By valuing the uniqueness of its members, the military is equipped to tackle the multifaceted issues of our contemporary society. Especially in an era of rapid technological advancement and complex geopolitical challenges, the importance of a robust and diverse military force cannot be ignored. This necessitates a culture of innovation within the CAF, appealing to young Canadians. Similarly, the DoD faces parallel challenges across the border in meeting HR requirements and sustaining their recruitment levels.³³ Re-evaluating policies on recruiting standards, permanent change of station (PCS) moves, and career flexibility is crucial to avoiding personnel shortages and maintaining long-term readiness and effectiveness in the military.³⁴

In navigating these challenges, the CAF must draw from the experiences of leading private sector corporations, leveraging the best technologies and practices in talent acquisition, development, and retention.³⁵ A multifaceted approach combining

²⁸ McMahon, Christopher J., and Colin J. Bernard. "Storm Clouds on the Horizon: Challenges and Recommendations for Military Recruiting and Retention." *Naval War College Review* 72, no. 3 (Summer 2019), <https://www.proquest.com/docview/2246150612/abstract/817F5994D8C749A1PQ/1>: 3.

²⁹ Ibid., 3.

³⁰ Ibid., 1.

³¹ Ibid., 5.

³² Ibid., 14.

³³ McMahon, Christopher J., and Colin J. Bernard. "Storm Clouds on the Horizon: Challenges and Recommendations for Military Recruiting and Retention." *Naval War College Review* 72, no. 3 (Summer 2019), <https://www.proquest.com/docview/2246150612/abstract/817F5994D8C749A1PQ/1>: 10.

³⁴ Ibid., 1.

³⁵ Sołek-Borowska, Celina, and Maja Wilczewska. "New Technologies in the Recruitment and Selection Process." *Nowoczesne Systemy Zarządzania* 13, no. 3 (September 24, 2018) <https://doi.org/10.37055/nsz/129504>: 230. See also, Darr W. and Loh, E. (2022). "Advances in Military Personnel Selection." (Director General Military Personnel Research and Analysis NATO Technical Report STO-TR-HFM-290). Ottawa ON: Defence Research and Development Canada: 8-9.

traditional recruitment methods with innovative strategies tailored to these generations' preferences and values is required to recruit these generations effectively and improve the outreach to connect with a broader pool of potential candidates. Accordingly, after the recruitment website, the word-of-mouth recommendations from CAF family and friends significantly influenced potential candidates to join. This informal source of information ranks second in importance and should not be disregarded. Consequently, restoring public perception and CAF member's trust is of utmost importance.³⁶

Using internet-based solutions for selection has brought numerous benefits across various industries.³⁷ However, there are also some drawbacks, particularly in recruitment and selection. One significant issue is the lack of direct interaction between recruiters and candidates, which hinders the development of a comprehensive candidate experience. A study conducted by Earncliffe Strategy Group on the recruitment and employment of women in the CAF revealed that most participants believed an in-person woman-to-woman interaction was the most effective approach to recruitment.³⁸ While online tools can facilitate the screening and shortlisting of candidates, the final decision should be rendered only after conducting an in-person interview. This allows a deeper understanding of the candidate's skill set, personality, and alignment with the organization's culture. As such, it is important to acknowledge that while internet-based online solutions have their place within the recruitment and selection process, they should not be solely relied upon to make hiring decisions for sensitive jobs that require a high level of sensitivity.³⁹

Recruitment efforts must outline strategies for successfully enrolling millennials and Gen Z in the military. They must also continue to leverage social media and online platforms to engage potential recruits and showcase the diverse opportunities and development offered by the organization. By attracting individuals from diverse backgrounds, ethnicities, and perspectives, the CAF can harness a broader range of talent and experience, enhancing innovation, creativity, and problem-solving abilities within its ranks.⁴⁰ By implementing these recommendations, the military can better align its policies and practices with the values and motivations of millennials and Gen Z, making military service more appealing to them.

³⁶ Department of National Defence, "Report of the Independent External Comprehensive Review of the Department of National Defence and the Canadian Armed Forces.", 20 May 2022: 112.

³⁷ Celina Sołek-Borowska and Maja Wilczewska, "New Technologies in the Recruitment and Selection Process," *Nowoczesne Systemy Zarządzania* 13, no. 3 (September 24, 2018), <https://doi.org/10.37055/nsz/129504>: 230.

³⁸ Klammer et al. (2022) "Compendium of Director General Military Personnel Research and Analysis (DGMPPRA) Research Related to Recruitment (2000–2022)". (Director General Military Personnel Research and Analysis Reference Document DRDC-RDDC-2022-D028). Ottawa ON: Defence Research and Development Canada: 7.

³⁹ Sołek-Borowska, Celina, and Maja Wilczewska. "New Technologies in the Recruitment and Selection Process." *Nowoczesne Systemy Zarządzania* 13, no. 3 (September 24, 2018), <https://doi.org/10.37055/nsz/129504>: 230.

⁴⁰ McNeish, Daniel, et al., "Promoting Inclusive Recruiting and Selection into Military Training Schools: Admission Waivers versus Retesting." *Journal of Applied Psychology* 109, no. 3 (March 2024), <https://doi.org/10.1037/apl0001147>: 415.

INVESTING IN TRAINING AND EDUCATION

As candidates embark on their military journey, it is necessary to recognize the profound impact of comprehensive training and education on shaping the success and effectiveness of future recruits. In today's complex and dynamic world, the demands placed upon military personnel require physical prowess, intellectual agility, and ethical fortitude. It is within the nexus of training and education that there is a potential for new candidates to learn and work on personal development at the initial stage of selection. A profession that provides opportunities for growth and development while meeting the institution's needs is essential, particularly for the millennials. Developing a training and education framework with an adaptable curriculum combining practical training, such as physical training, and theoretical education encompassing health promotion would be effective. Initiatives like the United States (U.S.) Army's Future Soldier Preparatory Course (FSPC), U.S. Future Sailor Preparatory Course, and the Army Pre-Conditioning Program offered by the Australian Defence Force aim to provide candidates with the physical and academic requirements necessary for military service.⁴¹ As suggested in previous studies, having a team of career specialists, such as Personnel Selection Officers (PSO), Training Development Officers (TDO) and Logistics Human Resources Officers (Log HR), with the addition of a dedicated team of Fitness Instructors from Personnel Support Programs (PSP) would prepare recruits prior to starting basic training.⁴² This proactive approach would also ensure readiness in the physical and mental sphere by maintaining constant communication with future soldiers, which has been highlighted as one of the critical concerns of enrollees.⁴³ Recognizing that each recruit has unique needs, the PSO, TDO, and Log HR's role would provide specialized guidance, tailored advice, and develop HR strategies for success.

This proposal, while promising, presents a potential downside in the form of increased personnel requirements and additional time commitments, which could pose challenges for the CAF given the current shortage of personnel. The implications of such commitments need to be carefully weighed against the expected benefits of this proposal. Additionally, while digital technology may be seen as a convenient solution for recruiting and selection, the full extent of its benefits remains unknown. Online testing has become a popular way of assessing knowledge and skills, but it poses certain risks. One of the most significant challenges is monitoring test takers, which can raise concerns about

⁴¹ U.S. Army. "Future Soldier Preparatory Course Now Offers Recruits Opportunity to Do Both Academic, Fitness Tracks." [www.army.mil](https://www.army.mil/article/267217/future_soldier_preparatory_course_now_offers_recruits_opportunity_to_do_both_academic_fitness_tracks), June 2, 2023. https://www.army.mil/article/267217/future_soldier_preparatory_course_now_offers_recruits_opportunity_to_do_both_academic_fitness_tracks.

⁴² Diallo, A. "The Hidden Risks of Logistics Restructuration: Impact of The Logistics Officer Occupation Analysis (OA)" Canadian Forces College, 2024: 8. See also, Brown, Karyne. "The CAF's Human Resources Management Framework: A Strategic Capability Missing in Action." Canadian Forces College, 2022, Glaude, G.L. "Canadian Forces Requirement for Military Human Resources Professionals." Canadian Forces College, 2010: 59.

⁴³ O'Rourke, K., Connick-Keefer, S.J.A. (2022). "Applicants' reasons why they may decide to withdraw from the Canadian Armed Forces selection process: Qualitative findings" (Director General Military Personnel Research and Analysis Scientific Letter Report DRDC-RDDC-2022-L180). Ottawa ON: Defence Research and Development Canada: 3.

authentication, cheating, test security and cybersecurity breaches. Unproctored Internet Tests occur when test takers are not monitored during an online test, compromising fairness and security.⁴⁴ Ensuring fair and secure online testing procedures is crucial to maintaining the testing process integrity. Various methods are available to ensure fairness and security, including active web cameras and statistical analysis of response strategies.⁴⁵ Algorithms and solutions that border artificial intelligence (AI) can be valuable assets in assisting recruiters with their tasks. These technologies can be utilized to examine and authenticate applications, assume the role of initial contact for selection purposes and possibly provide constructive feedback and encouragement to candidates regarding their progress in physical fitness. However, recent research has shown possible adverse effects on diversity and inclusivity when using some algorithms, and these should be taken into consideration during selection.⁴⁶

The career specialists team presents a concept of immense potential for organizations seeking to optimize their HR functions. In addition to aiding with recruitment and selection, this team would serve as a valuable resource for various other aspects of HR management and offers a comprehensive approach to managing human capital that can yield significant benefits for organizations. By leveraging the expertise of these specialists, organizations can improve their overall HR performance and position themselves for long-term success.

IMPORTANCE OF HUMAN PERFORMANCE

Aspiring to serve in the CAF is a commendable pursuit that demands determination, skill, and robust physical readiness. Meeting the Physical Employment Standard (PES) is an essential benchmark that all recruits must fulfill before embarking on their journey in the CAF. Physical fitness is the cornerstone of military preparation, and the importance of the PES cannot be undermined when considering the rigorous demands of basic training. However, concerns have been raised regarding recruiting healthy and fit individuals due to a decline in physical standards, especially among the youth.⁴⁷

Physical Fitness and Musculoskeletal injuries (MSKIs)

The physical rigours of basic training place significant stress on the body, and those who have yet to train beforehand diligently may struggle to keep pace, thus increasing their susceptibility to injury. By engaging in sufficient physical training, recruits can avoid MSKIs that can impede their performance, compromise their ability to effectively fulfill their duties, and increase the likelihood of not completing their initial

⁴⁴ Loh, Elliott. (2022). *"Military Personnel Selection and Technology: Overview."* (Director General Military Personnel Research and Analysis NATO Technical Report STO-TR-HRM-290). Ottawa ON: Defence Research and Development Canada: 6-2.

⁴⁵ Ibid., 6-2.

⁴⁶ Melika Soleimani, Ali Intezari, and David J. Pauleen, *"Mitigating Cognitive Biases in Developing AI-Assisted Recruitment Systems: A Knowledge-Sharing Approach,"* International Journal of Knowledge Management (IJKM) 18, no. 1 (2022), <https://doi.org/10.4018/IJKM.290022>: 1.

⁴⁷ Lee, Jennifer E. C., Robert A. Hawes, and François Melançon. *"Analysis of Trends and Behavioral Risk Factors Associated with Excess Body Weight in Canadian Military Recruits."* Military Behavioral Health 4, no. 1 (2016) <https://doi.org/10.1080/21635781.2015.1100565>: 65.

training. MSKIs, ranging from strains and sprains to more severe conditions like stress fractures, are all too common among unprepared recruits.⁴⁸ During Basic Combat Training for Greek Army Officer Cadets, 32 percent of all cadets suffered from injuries, with 53 percent suffering from overuse injuries. The incidence of injuries among cadets is comparatively higher than the reported injury rates of 20 percent among cadets in the United States and 28 percent among cadets in Scandinavian countries.⁴⁹ Multiple studies emphasize the importance of physical fitness in reducing the risk of MSKIs as it also impacts recruits and strains resources within the CAF.⁵⁰ From medical treatment to reassignment and rehabilitation, the costs associated with addressing these injuries and disabilities can be substantial, diverting valuable resources from other essential aspects of military operations and readiness.⁵¹ A data review from 2016 to 2017 revealed that the injury rate at CFLRS during Basic Military Qualification (BMQ) was 4.3 percent, as illustrated in Figure 4. Various factors contribute to the development of injuries. These include physical conditions, physical training, nutrition, pre-existing diseases or illnesses, lack of information pre-basic training, and leg conditioning. Most MSKIs occur at the lower limb (78 percent) and are mainly caused by activities with repeated motion (56 percent).⁵² The lower scores of FORCE evaluation, which measures candidates' physical performance, are known to be a good predictor of MSKI risks.⁵³ In recent years, military recruiters in countries like the USA, Australia, Austria, Sweden and Canada have

⁴⁸ Robitaille, Eric et al., "The Feasibility of Implementing an Evidence-Based Physical Training Program during a Canadian Armed Forces Basic Infantry Course." *Journal of Science and Medicine in Sport* 24, no. 9 (2021) <https://doi.org/10.1016/j.jsams.2021.03.012>: 891.

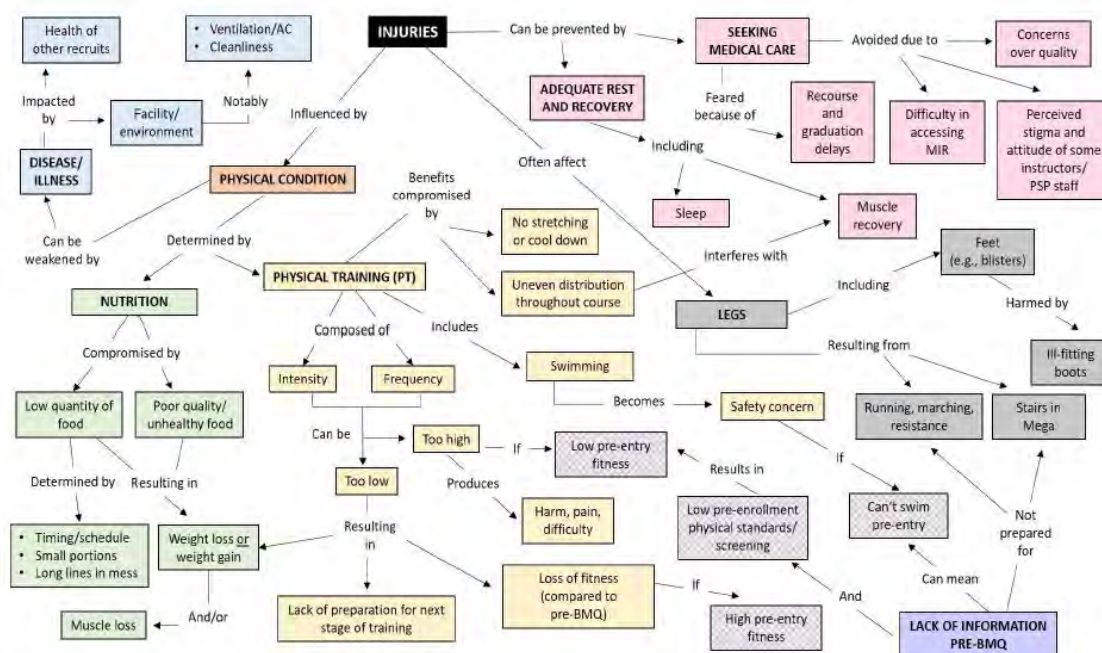
⁴⁹ Havenetidis, Konstantinos, and Thrasivoulos Paxinos. "Risk Factors for Musculoskeletal Injuries Among Greek Army Officer Cadets Undergoing Basic Combat Training." *Military Medicine* 176, no. 10 (October 2011) <https://www.proquest.com/docview/898419707/abstract/FA93D2A92E1348A9PQ/1>: 1113.

⁵⁰ Chassé, Etienne et al. "Association Between Musculoskeletal Injuries and the Canadian Armed Forces Physical Employment Standard Proxy in Canadian Military Recruits." *Military Medicine* 185, no. 7–8 (August 14, 2020), <https://doi.org/10.1093/milmed/usaa011>: e1140–46.; See also, Sharma et al "Musculoskeletal Injuries in British Army Recruits: A Prospective Study of Diagnosis-Specific Incidence and Rehabilitation Times: *BMC Musculoskeletal Disorders*." *BMC Musculoskeletal Disorders* 16, no. 1 (May 2015), <https://doi.org/10.1186/s12891-015-0558-6>: 106–12.; Havenetidis, Konstantinos, and Thrasivoulos Paxinos. "Risk Factors for Musculoskeletal Injuries Among Greek Army Officer Cadets Undergoing Basic Combat Training." *Military Medicine* 176, no. 10 (October 2011), <https://www.proquest.com/docview/898419707/abstract/FA93D2A92E1348A9PQ/1>: 1111–16.; Guérin, Eva, Laplante, Joelle. (2021). *Project Horizon: Phase 2 data secondary analyses "Factors related to injuries during Basic Military Qualification."* (Director General Military Personnel Research and Analysis Scientific Letter Report DRDC-RDDC-2021-R060). Ottawa ON: Defence Research and Development Canada.

⁵¹ Robitaille, Eric et al., "The Feasibility of Implementing an Evidence-Based Physical Training Program during a Canadian Armed Forces Basic Infantry Course." *Journal of Science and Medicine in Sport* 24, no. 9 (2021), <https://doi.org/10.1016/j.jsams.2021.03.012>: 889. See also, Chassé, Etienne et al. "Association Between Musculoskeletal Injuries and the Canadian Armed Forces Physical Employment Standard Proxy in Canadian Military Recruits." *Military Medicine* 185, no. 7–8 (August 14, 2020), <https://doi.org/10.1093/milmed/usaa011>: e1141.

⁵² Larocche, Marie-Andrée et al., "Assessment of Training Load, Sleep, Injuries, and Operational Physical Performance During Basic Military Qualification." *Military Medicine* 188, no. 7–8 (July 1, 2023) <https://doi.org/10.1093/milmed/usac334>: e2019–21.

⁵³ Chassé, Etienne et al. "Association Between Musculoskeletal Injuries and the Canadian Armed Forces Physical Employment Standard Proxy in Canadian Military Recruits." *Military Medicine* 185, no. 7–8 (August 14, 2020), <https://doi.org/10.1093/milmed/usaa011>: e1140–46.



*BMO-Basic Military Qualifications, BMOO-Basic Military Officer Qualification

⁵⁶ CFMWS - Canadian Forces Morale and Welfare Services, "Canadian Armed Forces Pre-Basic Military Training (PRE-BMT) Fitness Training Program," accessed April 16, 2024, <https://cfmws.ca/sport-fitness-rec/fitness-training/caf-fitness/pre-bmt>: 5.

physical training standards and progress effectively. These check-ins would provide feedback at specific milestones of the candidates' physical program, with the possibility of requesting one-on-one consultations for tailored advice via digital platforms and developing strategies for success. By investing in and providing structured physical training and guidance by the specialist team prior to training, recruits can better prepare themselves for the demands of basic training. This would significantly reduce the likelihood of injuries, enhance overall readiness, and lay the foundation for a more vital, resilient military force.

Also worth noting is that PSP and CFLRS took a positive step by introducing the Adapted Physical Training Program (APTP) in 2018.⁵⁷ This program has been designed to help injured recruits during their basic training by providing them with the necessary reconditioning to reach the physical standard. This initiative not only supports the recruits' physical well-being but also encourages them to complete their training successfully. In August 2022, the U.S. Army announced the introduction of the FSPC. The program is designed to equip individuals who aspire to serve in the military with the physical and academic skills required to meet military service standards.⁵⁸ The success of this initiative indicates a growing need for such training. Qualifying individuals can access educational and fitness instructions for up to 90 days to meet all the qualifications for enrollment.⁵⁹

An opposing view to this current proposal is that enrollment and basic training duration vary across career paths. Therefore, not all individuals would have the luxury of a 12-week preparation before starting their basic training. Also, the logistics of managing candidates, assessing their fitness levels, and determining who is eligible to proceed can place additional strain on an organization already operating at full capacity. Moreover, restoring a pre-fitness requirement could dissuade potential recruits who perceive the additional physical training as an obstacle to joining. The PES serves as a crucial screening mechanism, identifying candidates with the physical aptitude necessary to thrive in the military's demanding environment. Above all, physical fitness should foster confidence and reinforce the CAF's reputation for excellence and professionalism among fellow service members.

Furthermore, incentives can serve as a powerful tool to motivate candidates. For example, individuals in FSPC who can prove their physical capability during pre-initial

⁵⁷CFMWS - PSP, "Servir" - Vol. 30/No 02 – February 21, 2024, by Journal Servir Newspaper - Issuu, Monthly military community newspaper, Montreal region, February 22, 2024, https://issuu.com/journal-servir-newspaper/docs/servir_vol.30_no.02_21_f_vrier_2024_eng-hr:10.

⁵⁸ U.S. Army. "Future Soldier Preparatory Course Now Offers Recruits Opportunity to Do Both Academic, Fitness Tracks." [www.army.mil](https://www.army.mil/article/267217/future_soldier_preparatory_course_now_offers_recruits_opportunity_to_do_both_academic_fitness_tracks), June 2, 2023. https://www.army.mil/article/267217/future_soldier_preparatory_course_now_offers_recruits_opportunity_to_do_both_academic_fitness_tracks.

⁵⁹ Ibid. See also, Stars and Stripes. "Army's Basic Training Prep Course to Become Permanent Part of Recruiting Strategy." Accessed April 23, 2024. <https://www.stripes.com/branches/army/2023-09-01/army-basic-training-prep-course-recruiting-11237624.html>.

training may be eligible for monetary bonuses.⁶⁰ An alternative suggestion could be to offer a fast-track program for fit candidates, enabling them to skip the first two weeks of training and shorten their overall training period. Incentives have the potential to significantly encourage candidates to perform to the best of their abilities and arrive prepared.

In conclusion, physical fitness is crucial in the CAF's recruitment and training process. Research done at CFLRS shows that inadequate initial fitness levels can predict MSKIs.⁶¹ Lower extremity MSKIs are the primary cause of disability and attrition among CAF personnel.⁶² These injuries cause medical employment limitations (MEL), preventing individuals from performing their duties, participating in training, and being deployed. Thus, it negatively impacts operational readiness and CAF's force strength. Aspiring recruits must recognize the importance of physical preparation and embrace the challenge of meeting the PES to prevent injuries. Physical fitness programs promote regular exercise, healthy nutrition, and overall well-being, which are essential components of resilience.

Building Resilience

Basic military training can be mentally and physically challenging, and CAF basic military training is no exception. Designed to be physically demanding, there is a high expectation for performance and strict discipline while being isolated from family and friends. Several factors can impact the well-being of individuals undergoing training. To ensure success, it is important to recognize and address factors that might hinder the training experience and overcome any barriers. Some militaries have incorporated educational programs such as Mental Resilience Training (MRT) into their military training.⁶³ Particularly in the U.S. Army, this course is part of a bigger program named the Comprehensive Soldier Fitness program, which provides critical skills to soldiers, their family members, and civilians of their workforce.⁶⁴ The program offers access to in-person training, online resources, and training modules. Due to the challenges of military life, characterized by constant change and unpredictability, resilience is particularly valuable for those interested in joining the CAF. These challenges include physical demands, mental stress, emotional turmoil, and frequent relocations. Resilience provides the mental toughness individuals require to maintain clarity of thought, make sound

⁶⁰ U.S. Army "Future Soldier Preparatory Course Marks 1-Year Anniversary, Provides Path to Service," [www.army.mil](https://www.army.mil/article/268868/future_soldier_preparatory_course_marks_1_year_anniversary_provides_path_to_service), August 8, 2023, https://www.army.mil/article/268868/future_soldier_preparatory_course_marks_1_year_anniversary_provides_path_to_service.

⁶¹ Laroche, Marie-Andrée et al., "Assessment of Training Load, Sleep, Injuries, and Operational Physical Performance During Basic Military Qualification." *Military Medicine* 188, no. 7–8 (July 1, 2023) <https://doi.org/10.1093/milmed/usac334>: e2018.

⁶² Robitaille, Eric et al., "The Feasibility of Implementing an Evidence-Based Physical Training Program during a Canadian Armed Forces Basic Infantry Course." *Journal of Science and Medicine in Sport* 24, no. 9 (2021) <https://doi.org/10.1016/j.jsams.2021.03.012>: 887.

⁶³ Duncan, Precious, and A. Lindsay. "Mental Resilience Training." *Journal of the Royal Army Medical Corps* 165, no. 2 (April 2019), <https://doi.org/10.1136/jramc-2018-001047>: 106.

⁶⁴ Reivich, Karen J., Martin E. P. Seligman, and Sharon McBride. "Master Resilience Training in the U.S. Army." *American Psychologist* 66, no. 1 (2011), <https://doi.org/10.1037/a0021897>: 25–34.

decisions under pressure, and overcome fear and doubt. In the chaos of conflict, resilient individuals are better equipped to confront danger with courage, as they can maintain or regain their mental health regardless of experiencing hardship. This is particularly important for those wishing to succeed in high-pressure environments, such as the military.⁶⁵ Having the tools to navigate these obstacles with strength and determination allows individuals to embrace change positively, viewing challenges as opportunities for growth rather than obstacles to be feared. For those reasons, the CAF should consider integrating workshops or online training modules for candidates selected for their initial training, with the assistance of PSP Health Promotion teams. Implementing this initiative would be a valuable resource, allowing personal development opportunities for future recruits. Ultimately, it would empower individuals to adopt healthy behaviours, build coping skills, and strengthen social support networks, all contributing to resilience.

Health promotion programs play a crucial role in the CAF by addressing different aspects of physical, mental, and emotional well-being.⁶⁶ Stress management workshops would also be interesting as they prepare candidates with practical strategies for effectively identifying and managing stressors before starting their initial training. Programs such as Comprehensive Soldier Fitness, including MRT, provide examples of successful resilience-building programs that could be applied to CAF. Resilience is an essential asset for soldiers, military members, and their families, it is not only desirable but an absolute necessity. Organizations can demonstrate care for candidates and build trust by offering services to enhance their resilience and well-being, which benefits them and their families.

DIVERSITY AND INCLUSIVITY

In recent decades, diversity and inclusivity have been increasingly important in society. The CAF, USA, and the United Kingdom (UK) all recognized this necessity and have been actively working towards promoting diversity within their ranks, particularly in recruiting women.⁶⁷ Committed to creating a more inclusive and welcoming environment for all individuals, regardless of their background, it is encouraging to have these nations aspiring to meet these objectives. Discrimination and harassment based on factors such as race, gender, or sexual orientation not only undermines morale but also erodes trust within the ranks.⁶⁸ By embracing diversity, military forces can benefit from a wider range of perspectives and experiences, leading to greater mission success.⁶⁹ The

⁶⁵ Herrman, Helen et al., "What Is Resilience?" *Canadian Journal of Psychiatry* 56, no. 5 (May 2011) <https://www.proquest.com/docview/873044368/abstract/7BFA645768444D0PQ/1>: 258–65.

⁶⁶ CFMWS. "Health Promotion Program" Accessed April 16, 2024. <https://cfmws.ca/support-services/health-wellness/health-promotion>.

⁶⁷ Timo A Graf and Gerhard Kuemmel, "The Achilles Heel of Recruiting Women: Perceived Gender Equality as a Key Determinant of the Military's Employer Attractiveness Among Women," *Armed Forces & Society* 48, no. 4 (October 1, 2022), <https://doi.org/10.1177/005327X211035818> : 936.

⁶⁸ Department of National Defence. "Our North, Strong and Free: A Renewed Vision for Canada's Defence," April 8, 2024. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/north-strong-free-2024.html>: 32.

⁶⁹ Waruszynski, Barbara T. (2023). "Perception of Racism and Hateful Conduct in the CAF: Promoting a Culture Change to Foster Greater Ethnic Diversity and Inclusion." (Director General Military Personnel

typical Western military, being predominantly male, is known for its adherence to traditional masculine stereotypes and ideals. This is primarily due to its historical commitment to combat, which has shaped its organizational culture and values.⁷⁰ Embracing inclusive diversity within the CAF is not just a moral imperative but a strategic necessity for all genders. By doing so, it demonstrates its commitment to inclusivity and establishes stronger bonds with the communities it serves. Having a diverse CAF can increase its ability to interact and comprehend the requirements of different population groups effectively, leading to a stronger capacity for diplomacy and peacekeeping efforts at home and internationally.⁷¹ When faced with complex challenges, such as deployments or humanitarian aid operations, diverse teams are better equipped to find innovative solutions.⁷²

Despite that, opponents of diversity in the armed forces claim that it undermines cohesion and that minority groups are not interested in serving.⁷³ However, research conducted in the field shows that traits such as race, religion, gender, and sexual orientation are irrelevant to cohesion.⁷⁴ What matters is one's ability to perform one's duties effectively. A lack of social recognition poses a challenge for recruiting technically skilled specialists. To remain a relevant and effective force, the Canadian military must expand its diversity and up its chances with a skilled workforce. As traditional recruitment sources decline, it is essential to broaden the talent pool to better reflect Canada's diversity.⁷⁵ This will bring fresh perspectives and experiences, which will prove invaluable in addressing modern challenges.

The Canadian government has implemented several strategic initiatives to promote inclusivity, equity, and ethical conduct. Efforts have been made to tackle instances of sexual misconduct, extend support to marginalized communities, and ensure that those in positions of authority are held responsible. These initiatives aim to establish a culture within the organization that places a high value on democratic values.⁷⁶ As

Research and Analysis External Literature (N) DRDC-RDDC-2023-N073). Ottawa ON: Defence Research and Development Canada: p.5-1 – 5-16. *See also*, Gregoire, “*Diversity in the CAF: A Critical Review of the Past and Present.*” Canadian Forces College, 2021 Major Daniel Grégoire JCSP 47 Master of Defence Studies: 2-59.

⁷⁰ Deng, Michelle E., Adelheid A. M. Nicol, and Cindy Suurd Ralph. “*Masculine Conformity and Social Dominance’s Relation with Organizational Culture Change.*” *Armed Forces and Society* (2023):8.

⁷¹ Department of National Defence. “*Our North, Strong and Free: A Renewed Vision for Canada’s Defence,*” April 8, 2024. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/north-strong-free-2024.html>: 36.

⁷² *Ibid.*, 33.

⁷³ Christian Leuprecht, “*The Demographics of Force Generation: Recruitment, Attrition and Retention of Citizen Soldiers,*” in *Canadian Defence Policy in Theory and Practice*, ed. Thomas Juneau, Philippe Lagassé, and Srdjan Vucetic (Cham: Springer International Publishing, 2020), https://doi.org/10.1007/978-3-030-26403-1_11: 181-82.

⁷⁴ *Ibid.*, 182.

⁷⁵ Christian Leuprecht, “*The Demographics of Force Generation: Recruitment, Attrition and Retention of Citizen Soldiers,*” in *Canadian Defence Policy in Theory and Practice*, ed. Thomas Juneau, Philippe Lagassé, and Srdjan Vucetic (Cham: Springer International Publishing, 2020), https://doi.org/10.1007/978-3-030-26403-1_11: 180.

⁷⁶ *Ibid.*, 181.

Canada grows and becomes more diverse, the CAF must recognize and prioritize the imperative of inclusive diversity in the recruitment and selection process. By working together to eliminate barriers, we can promote a culture of excellence and innovation.

NEW TRENDS AND INNOVATION

As technology advances and computer systems become more sophisticated, there are opportunities to enhance the recruitment process with the help of AI.⁷⁷ Automated applications like chatbots have been proven useful tools in HR departments. They improve recruitment and selection processes, provide information to new employees, and automate various tasks.⁷⁸ They can streamline the hiring process, improve the applicant experience, and connect with a larger pool of applicants while saving money up to 87 percent compared to traditional means like newspapers or magazines.⁷⁹ This approach would modernize the recruitment process, saving both time and cost while elevating the quality of selected candidates. The results should enable the CAF to build a more efficient and effective recruitment process to attract Canadians to our organization, thus assisting in achieving our goals and aspirations. By embracing this methodology, the CAF can unlock its full potential and cultivate a more robust, proficient, and skilled force that can confidently face any challenge.

CONCLUSION

The CAF should invest time and money to prepare suitable recruits. The recommendations presented in this essay can potentially increase the success of basic training by investing in programs and people. Technology-based training methods, such as personalized physical training plans, should equip candidates with the skills and knowledge needed to thrive during their initial training. Regular check-ins and performance assessments can help recognize areas for progress and provide constructive feedback to help them grow. These initiatives would provide valuable support to the recruits, helping them understand the organization's culture and the expectations of being a part of it. This would align with Gen Z's desire to impact the world positively.

Continuously adapting our HR policies to keep pace with the evolving recruitment landscape and guaranteeing an efficient selection and recruitment process is essential. Effective leadership can facilitate the alignment of military values with

⁷⁷ Loh, Elliott. (2022). *"Military Personnel Selection and Technology: Overview."* (Director General Military Personnel Research and Analysis NATO Technical Report STO-TR-HRM-290). Ottawa ON: Defence Research and Development Canada: 14-1.

⁷⁸ Guenole, Nigel, Sheri Feinzig. *"The Business Case for AI in HR,"* Insights and tips on getting started. IBM. [The business case for AI in HR \(ibm.com\)](https://www.ibm.com/blogs/cognitive/2018/08/ai-business-case/): 4. Note: AI is an umbrella term that encompasses areas such as machine learning and cognitive computing. AI is a branch of computer science that deals with the simulation of intelligent behaviours in computers. AI has been successfully used in visual perception, natural language processing, speech recognition, speech-to-text conversion, language translation, tone analysis, and other areas.

⁷⁹ Solek-Borowska, Celina, and Maja Wilczewska. *"New Technologies in the Recruitment and Selection Process."* Nowoczesne Systemy Zarządzania 13, no. 3 (September 24, 2018), <https://doi.org/10.37055/nsz/129504>: 230.

Canada's diverse cultural heritages, promoting inclusivity and resilience.⁸⁰ This should eventually lead to the realization of our mission to build a more robust and unified military.⁸¹

In conclusion, the present essay highlights the crucial role of recruitment and selection. The proposed framework could potentially lead to substantial improvements in that process, thus benefiting organizations that rely on identifying and choosing the most appropriate candidates for their workforce. Investing in modern technology and innovative programs, such as leveraging AI for HR, can also effectively attract and address recruitment challenges.⁸² Future research should aim to identify efficient recruitment strategies and evaluate their impact on selected recruits. By cultivating a culture of adaptability and continuous improvement, military organizations can enhance their ability to meet the changing requirements of national security in the 21st century. Lastly, the CAF leadership must invest in human capital to ensure long-term viability and lasting success.

⁸⁰ Hooker, D. R. "Recruiting Needs Fresh Ideas." *Army* 73, no. 9 (September 2023), <https://www.proquest.com/docview/2860309512/abstract/FDF7D59A46644730PQ/1>: 49-51.

⁸¹ Alexandrescu, Mihai-Bogdan. "Specific Elements of Marketing in the Recruitment and Selection of Human Resources Process in Romanian Army." *Scientific Bulletin - Nicolae Balcescu Land Forces Academy* 23, no. 2 (2018), <https://www.proquest.com/docview/2258659573/abstract/65AD0B73C4DE481EPQ/1>: 67-73.

⁸² Straver Michelle C. (2021). "Military Workforce Analytics." Director General Military Personnel Research and Analysis NATO External Literature (P) DRDC-RDDC-2021-P343). Ottawa ON: Defence Research and Development Canada: 11.

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