



Improving the Department of the Army's Marketing for Recruitment, Hiring, and Retention of Civilians in Critical Occupations

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www.rand.org/t/RAA1337-1

This report presents the results of analyses intended to build a strong Army Civilian brand—that is, to help the Army assess and strengthen its ability to attract high-quality applicants to its civilian workforce and to retain high-quality Army civilian employees.



RESEARCH QUESTIONS

- What job characteristics do current and potential Army civilian employees feel are most important, and what sources of information do current and prospective Army civilian employees use when searching for employment opportunities?
- How is Army civilian employment perceived by current and potential Army civilian employees?
- How does compensation provided by Army civilian positions compare with similar positions in the private, nonprofit, and state and local government sectors?
- What are the Army's likely hiring needs over the next decade?
- What steps can the Army take to build a strong Army Civilian brand?



KEY FINDINGS

- Potential Army civilian employees reported the following job characteristics as being important to them: attractive salary levels, good work-life balance, generous benefits, strong job security, a generous retirement plan, and opportunities to use their talents and abilities.
- Most prospective Army civilian employees were unaware that civilian jobs with the Army even exist, and many held misconceptions about Army civilian employment.
- Potential applicants most likely to consider a job as an Army civilian were those with a positive view of the Army.
- Army civilian employees with whom we spoke identified positive aspects of being an Army civilian employee: career and geographic mobility, a wide and diverse range of potential careers, job security

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and stability, good benefits, good work-life balance, and a chance to serve soldiers and the nation.

- Potential applicants indicated that they use the following information sources when job-seeking (listed in preferred order): referral, online website, potential employer, professional networking, Google, profession-specific, agency, job fair, professional organization, alumni network, and government.
- Army civilian salaries are often lower than in comparable private-sector, nonprofit, and state and local government positions, but total compensation is often higher in the Army.
- For the most part, the Army should be able to continue hiring at the same levels it did between fiscal years 2015 and 2018. Additional attention may be warranted with respect to specific occupations for which a significant increase in requirements can be anticipated. The Army can meet most of its needs by hiring at entry level.



RECOMMENDATIONS

- Raise awareness of Army civilian job opportunities.
- Align the Army Civilian brand with the Army brand.
- Prepare recruiting and hiring officials to allay potential applicants' misperceptions about Army civilian employment, such as about involuntary deployment and exposure to combat.
- Strengthen the Army Civilian brand's appeal by emphasizing the following themes: career and geographic mobility, a wide, diverse range of potential careers, job security and stability, good benefits, good work-life balance, and a chance to serve soldiers and the nation.

