



End-of-Pilot Assessment of the U.S. Army's Consolidated Recruiting Program

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The Army conducted a pilot test of a program in which recruiters were authorized to recruit individuals into any of its three components. This report provides an analysis of the effects that consolidated recruiting efforts had on the ability of recruiters to attract and place qualified candidates; a determination of the extent to which consolidating recruiting efforts affected efficiency; and a discussion of challenges experienced by recruiters.



RESEARCH QUESTIONS

- What effects did consolidated recruiting efforts have on the ability of recruiters to attract and place qualified candidates?
- To what extent did consolidating recruiting efforts affect efficiency?
- What challenges did a recruiter face working to recruit individuals to enlist in a component in which the recruiter may not have served?
- How satisfied were recruiters with the pilot program?



KEY FINDINGS

- Overall, the program's effects on contracts and efficiency were small and not statistically meaningful. Weaknesses in implementation of the program are highly likely to have contributed to the absence of meaningful differences in production between test and comparison sites.
- In some cases the enlistment incentives received for cross-component contracts exceeded those available for same-component recruits. Almost all cross-component contracts written by Army National Guard recruiters were written into the active-duty Army.
- Recruiters' experiences with the program were mixed. Some saw little value and an adverse effect on workload, while many at more-successful locations said the program helped them make mission. One difference between sites was that the relationship between U.S. Army Recruiting Command and Army

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National Guard recruiters appeared to be better at the more successful sites.

- Given the absence of statistically or substantively meaningful effects on contract production or recruiting efficiency, as well as certain stakeholder concerns, the Army decided to terminate the pilot program after the third year.
- On balance, considering the organizational and operational changes required and related costs, the study team concluded that it is not likely that the Army can, particularly in the near term, overcome the challenges to launch a successful cross-component recruiting program.

