

# CHARACTERIZING FACTORS THAT MIGHT AFFECT MILITARY ENLISTMENT, RETENTION, AND ATTRITION

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## Policy Analysis

### Research Question

- Are people influenced to join or leave the Army if new policies are implemented?
  - Do certain policy types have a greater impact than others?

### Method

- Started with the Department of Defense (DoD) Directives and created selection criteria (see below) for deciding if a policy might affect military retention or attrition.
- Coded the directives according to the criteria.
- Performed a backward search for policy documents starting with widely publicized policies (see Case Study below).

## Directive Selection Criteria

### Retirement

- Benefits
- Veteran status
- Training for civilian jobs

### Safety

- Laws regarding who can use which weapons
- Dealing with internal/foreign threats
- Sexual harassment

### Health

- Changes to healthcare
- Suicide Prevention Program
- Treatment of deceased
- Food service programs

### Education

- GI Bill
- Free law school

### Privacy

- Changes in reporting to higher authorities
- Interrogations
- Social media/internet use

### Grants

- Additional monetary compensation

### Incentive programs

- Awards for service
- Promoting diversity
- Rules about receiving gifts

### Requirements

- Foreign language proficiency
- Physical fitness
- Standards/codes/rules
- Dress code

### Quality of Life

- Receiving packages/mail
- Positive work atmosphere/military culture
- Non-army activities
- Paying for equipment/uniforms out of pocket

### DoD Directive

#### January 23, 2012 Sexual Assault Prevention and Response (SAPR) Program

Creates a culture free of sexual harassment on military grounds.

#### January 6, 2011 Health Service Support

Sufficient medical personnel to meet mission requirements and training of all medical personnel will be monitored in a comprehensive manner.

#### June 8, 2015 Diversity Management and Equal Opportunity in the DoD

Gives DoD personnel the opportunity to rise in ranks with equal opportunity.

#### August 21, 2015 Defense Language, Regional Expertise, and Culture (DLREC) Program (DLRECP)

DoD members will be screened for foreign language skills.

## Geographic Location

### Research Question

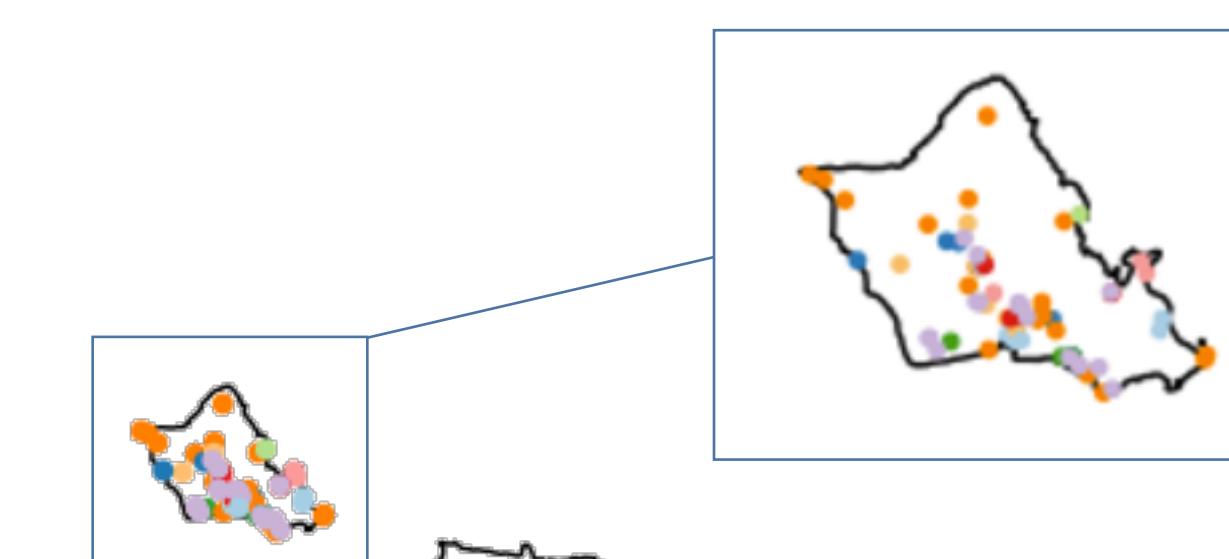
- Are people influenced to join the Army if they live near military installations, monuments, or national cemeteries?

### Method

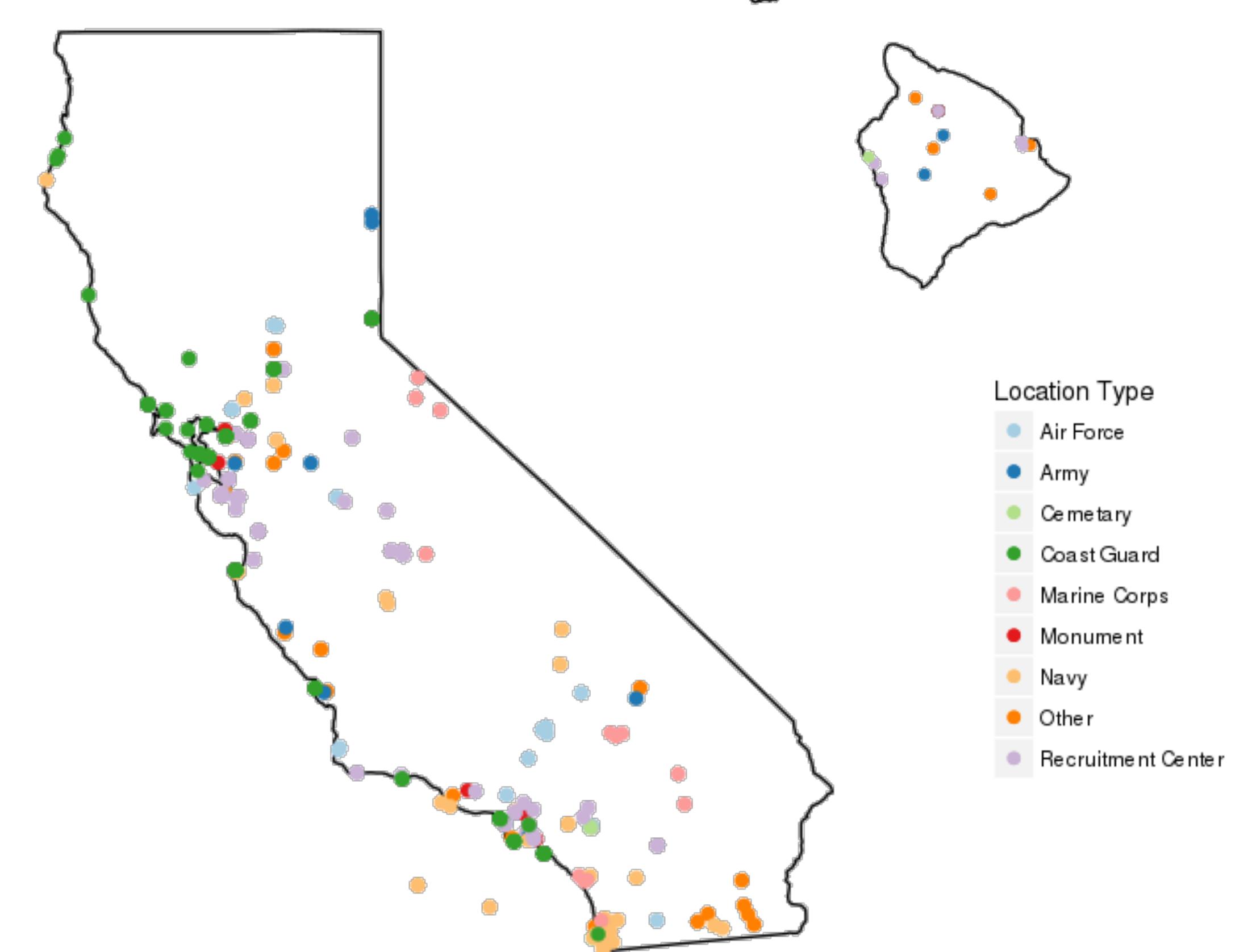
- We created maps displaying military base locations, recruitment centers, memorials and national cemeteries for three states with a high frequency of installations as a preliminary analysis.

## Military Locations by State

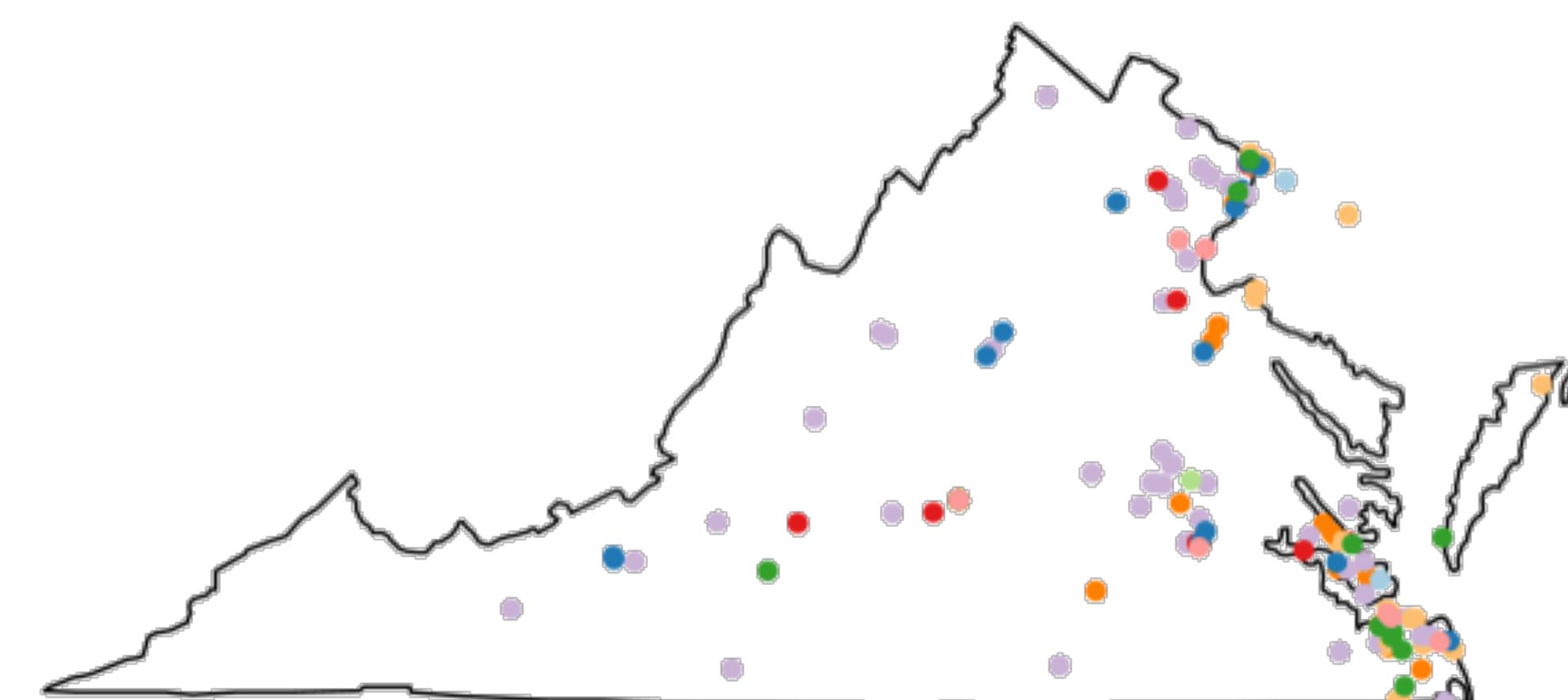
### Hawaii



### California



### Virginia



## Next Steps

- Research conducted thus far has been descriptive analyses regarding policies and military geographic locations.
- Additional data (e.g., DoD, Census, social media) will be combined with the policy and geographic information to explore the effect on retention and attrition.
  - **Policy:**
    - We will investigate the patterns of policy implementation on military enrollment and attrition.
    - Reactions to policies will be assessed via social media data.
  - **Geography:**
    - The location of enrollees will be mapped alongside the geographic location of military installations.

## Case Study

### Women in Combat<sup>1-3</sup>

- Started with the known policy of allowing women to serve in combat positions and performed a search for policy documents.
- The Ike Skelton National Defense Authorization Act for Fiscal Year 2011 ordered an investigation into whether or not women have equal opportunities.
- Extensive research was done on the issue by the Congressional Research Service, United States General Accounting Office, and the Office of the Under Secretary of Defense.
- January 24th, 2013, the USA officially lifted the ban on Women in Combat, which was quickly picked up by the news cycle.
- Overall, Congressional Research Service sources as well as news outlets should be considered in policy research.

### References

- United States of America, General Accounting Office. (1998). Gender Issues: Information on DoD's Assignment Policy and Direct Ground Combat Definition.
- U.S. Cong. (2013). Women in combat issues for Congress (D. F. Burrelli, Author) [Cong.]. Washington, D.C.: Congressional Research Service.
- Women in combat: US military officially lifts ban on female soldiers. (2013, January 25). The Guardian.