



## GAO RECOMMENDATIONS

### GAO Open Recommendations Related to DOD Active-Duty Recruitment and Retention as of March 2023



#### COLLECT AND TRACK DATA

The Department of Defense (DOD) has not collected or tracked sufficient data to help support decisions related to its recruitment and retention efforts.

- ✓ Army, Air Force, and Marine Corps should [track cyber personnel](#) data by work role.
- ✓ Army, Navy, and Air Force should [incorporate data](#) on civilian pay for comparable occupations to guide retention bonus determinations for enlisted medical personnel.
- ✓ Navy should [include training cost information](#) in its decision-making process for awarding retention bonuses for enlisted medical personnel.
- ✓ DOD should [collect information](#) on the cost to replace current personnel, acceptance rates for retention bonuses, and private sector wages for military physicians and dentists.



#### DEVELOP AND USE PLANS, GOALS, AND STRATEGIES

DOD does not have sufficient plans, goals, and strategies to guide its recruitment and retention efforts.

- ✓ Army and Marine Corps should [clearly define](#) active-duty service obligations for certain cyber personnel training.
- ✓ The six armed forces' [tattoo policies should be updated](#) to clarify waiver policies and provide clear guidance on waiver eligibility and related processes.
- ✓ Army, Navy, and Air Force should [develop annual retention goals](#), by skill level, for enlisted medical personnel.
- ✓ Navy should [develop plans](#) with clearly defined goals, performance measures, and timelines for all Surface Warfare Officers and for female Surface Warfare Officers.
- ✓ DOD should [provide guidance to the military services](#) to develop plans—with clearly defined goals, performance measures, and timeframes—for female active-duty service member recruitment and retention efforts; and the services should develop such plans accordingly.
- ✓ Air Force should [analyze staffing levels](#) by officer grade to target retention bonuses to the appropriate pilot communities.



#### MONITOR THE EFFECTIVENESS OF EFFORTS

DOD is not positioned to fully monitor the effectiveness of its recruitment and retention efforts.

- ✓ Navy should [evaluate the effectiveness](#) of the Surface Warfare Officer career path, training, and policies.
- ✓ Air Force should [establish a comprehensive metric](#) for tracking remotely piloted aircraft personnel accession and retention efforts.
- ✓ DOD should review its special and incentive pay programs for key principles of effective human capital management and [establish measures for the efficient use of resources](#).
- ✓ DOD should [routinely assess the effect](#) of non-monetary incentive approaches, such as assignment flexibility and educational opportunities.

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