



Recommendations for improving recruitment and retention in the Primary Army Reserve

September 2022

Volume 8, Issue 3

As the the Canadian Armed Forces (CAF) deals with a sexual f b\hg] n\m\bb ra^ < ab_ h_ = ^g\^ LrZ \Zae] 'OqbmgnZ90 f ZcklahkZi ^l_h_i ^klhgg^elg^rkf l_h_rkZg^] % ^\to^lnk^g`ra` exacerbate the challenge.¹ Ma^K^l^ko^?hk^b^ghringe` bf i hkZgm rhZn`f ^grma^Zi Zbnh_ra^K^ neZk?hk^%Zi pZi f Z] ^Zi i Zk^gm] nkq` < ZgZ] Z0hgcho^f ^gnig: _ azgbnZg%l nrib Zg^ll^grbZedgd [^p^g`ra^f b0zkr`Zg] `< ZgZ] bZg`lhbm`Mab`Zn`f ^gnrthg` b`li ^\Zer`bf i hkZgm lo^g`raZnK^l^ko^`ngbh\Zg` [^_hng] `lg` < ZgZ] Z0`zk`^nk\Zg`^gk^l`Zg] `Zk`lg`] Zer`hgrZripba`ra^k` \hf f ngbbl`P ba`ra^ni rd`lg`] hf `lrb`hi ^kZthg`%ra^`] ^f Zg] l` i eZ^] `hg`ra^K^l^ko^l`plaeig^obZ] e`knp`; nriZ`one participant lg`hnk`lm] r`ghr] %ra^`< : ?`aZ] [^g`] `lb`g^] %j nb`i`^] %Zg] `sustained pba`ZQ`^ZneK`^ neZk?hk^f ^grZemOB`raZn`hgrmq% ra^K^l^ko^l`g^`] f hk^Zm`grthg`Zg] `rZehk`] k`hf f ^g] Zthgl` when it comes to recruitment and retention.

Hnk`k`hf f ^g] Zthgl`Zk`lgmg] ^] `rh`lg`hkf`ra^`nk^gmi h0r`ni] Zrn`lg` rak^r^Zl`h`k^l^Zka`hg`ra^` : kf r K^l^ko^l`; ^p^g` 2019 and 2022 the team at the Centre for International and Defence I h0r`lg`rkob`p^] O2K^l^ko^l`h`kphl`^i ZkZm`F h[l0sg` Bglbarh lg` = ^g\^Zg] `L`^nkbn`Mk`^m] `>g`Z`f ^gm`kZgrh`paba` [n0r`hg` ^Za`hra`k`rh`lg`lrb`Zm`k`knbf`^gmZg] `k`mg`thg`lg`ra^` K^l^ko^l`F hlm`i Zkbb`Zgrh`Zf`^`khf`nk\Zg`ngbh`%dh`rab`lm] r` i kf Zkr`li ^Zd`rh`ra^`qi`^kbg`^l`h`rah`lg`zk`^kngb`h`paba` aZo`Z`k`Znk`k`knbg`i`hhe!lg`en] lg`ngto`kbn`lm] ^grh`P`at0`p^Z`dghpe`] `^raZma^`< : ?`aZ] Z`hi`m] `g`p`i`h0b`l`raZnZ]] k`ll`lhf`^`h`ra^`aZe`g`^l` [^ep`%rab`i`h0r` [k0`_0i`kf`Zkr`h`nl`b`hg`f`^f` [k0`_0i`k`^i`thgl`h`Zg] `^qi`^kbg`^l`pba`ra^` : kf r K^l^ko^l`

Career progression, training timelines, and retention

P`at0`ra^`ngbh`h[l^ko^l`Zk`ln`^ll`ner`k`knbg``hk`ra^`f`hlm`i`Zk`kn`lm] r`aZ] lahpg`raZn` _^`eg`ra`r`Zk`O`Z] `0m`rh`] h`ghralg`OZ] ghr] [r`Zi`Zkbb`Zgm`P`a`g`hi`i`hkngbbl`] h`hi`^g`hk`nk`Zg`lg`Zg] `^q`kbb`l`p`^`a`Zk`` \hf`i`Zg`h`Z] hnna`lnbZ] `bnZg] `Zo`Zg] `bnh`^j`nb`f`^gr`khf`



Ma^lbnZhg`h_`ra^ho^k[nk]^g^]`<Zl;`K^l^kbnZg]l`g`laZki`hgkZm^ra^

K^knbk Zg] p^ i zmkf l lahnd h ^kZi f n\alg_hkf ZrhgZi hllb e^Zi hnrpaZig^p
 k^knbh\Zg^qi ^rpbaf hk^] ^zle] li ^b\Zrhgl _hk^Za rkZ ^: g^hgde^rhe\hnd

Zg] 'rkZglg` rfi ^eg^l%rk^lllg` raZmb i khdg` 'ra^l^i kh^ll^l` b` b` i hkZgmZ` i Zkrih`
hk` ZglsZingZek`_hk` 'P` ^Z` k^^`

Benjamin Fisher

Dr. Stéfanie von Hlatky

n

1

CBC News

2

3

4

Office of the Auditor General of Canada. "Report 5—Canadian Armed Forces Recruitment and Retention—

5

Arbour, Louise. "Report of the Independent External Comprehensive Review." May 20, 2022. _____

6

This research project was carried out at the Centre for International and Defence Policy, Queen's University (Ethics approvals: SSRRB 1709, GREB GPLST-130-17). The authors are listed in alphabetical order. Disclosure: Dr. Stéfanie von Hlatky is the Honorary Lieutenant-Colonel with the Princess of Wales' Own Regiment.