



★★FY2024 - FY2026★★

IMPACT REPORT

RECOVERY TO RECORD-BREAKING





TABLE OF CONTENTS

Message from the Commander.....	1
Moments that Matter (FY24-FY26).....	3
Recruiter: Commitment to Success.....	5
Recruiting Operations Center.....	7
The Daily OPS.....	9
Recruiting: Art & Science.....	11
Marketing & Advertising.....	13
Readiness: Building for the Future.....	15
Tech Improvements.....	17
FY24 Awards & Recognition.....	19
FY25 Awards & Recognition.....	21
Sales Funnel.....	23
By the Numbers.....	25
FY26 Strategy.....	27
Thank You Recruiting Nation.....	28



A MESSAGE FROM THE ★ ★ COMMANDER

Over the past three years, Navy Recruiting Command has written one of the most remarkable chapters in its history. What began as a period of recovery evolved into a story of transformation.

We faced unprecedented recruiting challenges. The environment had changed. Americans were making decisions differently, competition for talent intensified, and the traditional approaches that had sustained us for decades were no longer enough. We faced difficult truths about where we stood and what would be required to move forward.

Rather than retreat from those challenges, Recruiting Nation chose to confront them head on. We embraced innovation, challenged long-held assumptions, and became more agile, more data-informed, and more focused on outcomes than ever before. We improved the way we connected with prospective Sailors, modernized our tools and processes, strengthened partnerships across the Fleet, and empowered recruiters with the training and resources they needed to succeed.

The result was more than recovery.

Fiscal Year 2024 demonstrated that Navy Recruiting Command could reverse course and regain momentum. Fiscal Year 2025 proved that our success was sustainable. By Fiscal Year 2026, we had transformed that momentum into record-breaking performance – meeting the moment with confidence, discipline, and an unwavering commitment to delivering the talented men and women our Navy requires to deter aggression, defend our nation, and preserve our way of life.

Behind every number in this report is a story. It is the recruiter who stayed late to make one more phone call. The classifier who helped future Sailors find the right path to serve. The support staff who ensured our systems, training, and operations enabled mission success. The leaders who inspired their teams to persevere through uncertainty and push beyond expectations. Importantly, it is the thousands of young Americans who chose a life of service and answered the call to become Sailors.



The Navy's greatest advantage has always been its people. Every accession represents an investment in the future readiness of our Fleet and the strength of our maritime force. The work of Navy Recruiting Command does not begin and end with contracts – it begins with trust, purpose, and the belief that serving our nation is fundamentally transformative.

This report captures the impact of that belief.

As you read the pages that follow, I hope you see more than metrics and milestones. I hope you see the resilience, ingenuity, and determination of Recruiting Nation. From recovering to record-breaking, this team demonstrated what is possible when we embrace challenges, innovate with purpose, and remain steadfast in our commitment to mission.

Our success was never guaranteed. It was earned.

And while we take pride in how far we've come, our focus remains firmly on the future. The Sailors we recruit today will crew our ships, fly our aircraft, operate our submarines, defend our networks, and lead our Navy for decades to come. For that reason, our most important work still lies ahead.

Very respectfully,

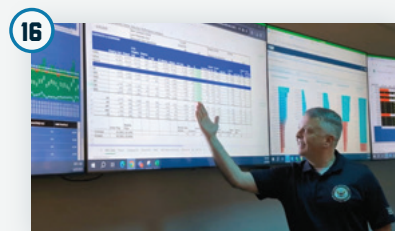
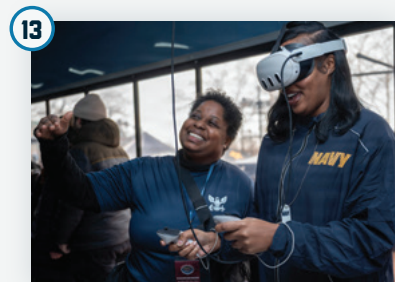
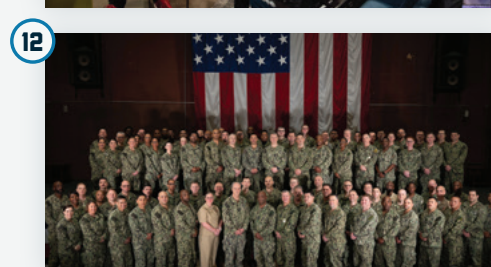
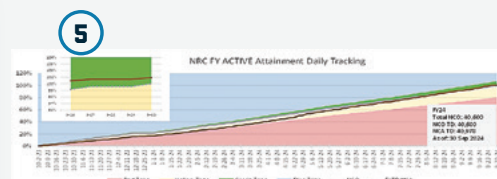
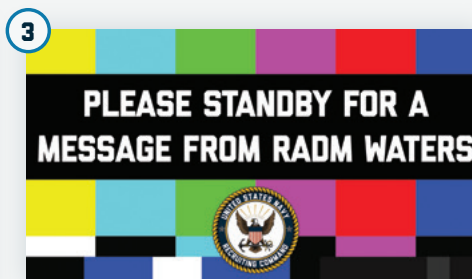
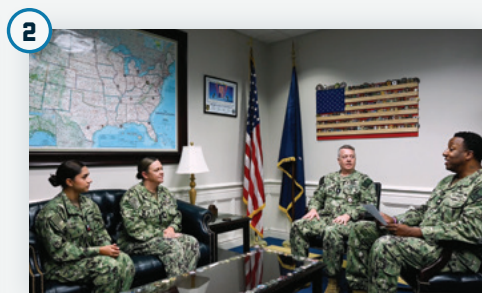
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Rear Adm. Jim Waters
Commander, Navy Recruiting Command

FY24-FY26: A RECORD-BREAKING ERA THAT SET THE STAGE

MOMENTS THAT MATTER

- 1 Prioritized recruiter-future Sailor interactions, fostering trust-based relationships to reduce attrition and drive closing consistency.
- 2 Launched the Uncharted Waters podcast, streaming over 50 episodes featuring Sailors and recruiters discussing NRC initiatives.
- 3 Conducted monthly All Hands Calls, providing timely NRC priorities and updates to increase transparency across leadership.
- 4 Honored Recruiter of the Year awardees, recognizing their exceptional contributions to the mission.
- 5 Transitioned from monthly to annual goaling, streamlining processes to promote steady-state recruiting performance.
- 6 Established the Transition Team, generating innovative solutions to enhance recruiter, recruiting, and readiness functions.
- 7 Executed the medical "Battle Stations" event, processing 7,032 medical waivers and securing 2,178 contracts.
- 8 Engaged in high-visibility outreach events, from Fleet Weeks and Skills USA to career fairs and SneakerCon, to connect with diverse audiences.
- 9 Utilized digital marketing, advertising, and esports to target and attract high-quality recruits.
- 10 Celebrated NTAGs achieving recruiting goals through the "Ring the Bell" tradition.
- 11 Achieved mission success for the Nuke Field, setting the standard for recruiting excellence.
- 12 Facilitated a leadership conference, aligning recruiting priorities and enhancing overall mission success.
- 13 Launched The Strike Group, expanding outreach and engaging over 5,000 prospects in its first month.
- 14 Represented the Navy at the All-American Bowl, enhancing recruitment visibility and outreach.
- 15 Earned Gold and Silver at the Cannes Lions Awards for the innovative "Sub(Reddit) Hunter" campaign.
- 16 Achieved green across the board in Active Component, Reserve Component, New Accession Training, Training and Administration of the Reserve, Navy Special Operations, Nuke, Non-Nuclear Submarine, and Enlisted shipping goals.
- 17 Surpassed the FY25 mission three months early, with 40,600 recruits to date, and successfully shipped 44,096 future Sailors to RTC, meeting all major recruiting objectives.
- 18 Began FY26 with the highest DEP pool in 5 years, positioning the command for continued success.





RECRUITER

>>>>> OUR ENDURING COMMITMENT TO RECRUITER SUCCESS

When faced with the historic, nationwide recruiting challenges of 2024—a complex environment we called the “perfect storm”—we knew that simply asking our team to push harder wasn’t the answer. To overcome depleted Delayed Entry Program pools and extended processing times, we had to fundamentally evolve how we operate.

We realized that a world-class system relies on the people running it. To build the Navy of tomorrow, we made a crucial strategic pivot: we made the recruiter our absolute number one priority.

By modernizing our approach, listening to our frontline experts, and updating our tools, we transformed our operations. Here is how we put that principle into action.

COMMUNICATION & TRANSPARENCY

35K PODCAST VIEWS

16K+ ALL HANDS
CALL VIEWS

5.3K YOUTUBE
SUBSCRIBERS

500K+ EZ-TEXTS SENT
TO THE FIELD

Empowering the Frontline

To empower our frontline, we had to equip them with the right tools. We recognized that to compete for top talent, our recruiters needed the same advanced capabilities as their civilian counterparts in corporate talent acquisition.

We modernized our operations by rolling out dynamic, daily dashboards and digitized processes that made our recruiters' lives easier. Instead of navigating complex legacy systems, our team was given clear, real-time data to help them succeed. We shifted to an annual goaling model, giving our highly trained professionals the operational flexibility they needed. By putting world-class technology in their hands and trusting them to execute, we allowed them to focus entirely on building relationships rather than managing paperwork.

Listening to the Field

We know that the most innovative solutions come from the people on the ground doing the work every day. Our turnaround strategy began with a highly focused sprint: 7-day, 30-day, and 60-day initiatives developed by a newly formed Transition Team.

This team—bringing together line recruiters, regional leaders, and headquarters staff—started with over **60** actionable initiatives. Because innovation shouldn't have an expiration date, this Transition Team eventually evolved into our permanent "Voice of the Recruiter" platform, ensuring the deckplate perspective is always heard. Operating under the mantra to, "listen and act relentlessly," we have since instituted over **100** Decision Guidance Memorandums and updated countless policies and instructions to rapidly modernize our operations based directly on field feedback.

To ensure this was a true two-way conversation, we completely overhauled how we communicate. We complemented traditional guidance with monthly livestreamed All Hands Calls, weekly focus area emails, Text-to-All-Hands alerts, and our Uncharted Waters podcast, ensuring that from the newest recruiter to the admiral's office, we were all moving forward as one unified team.



Revising the Policies

A key part of supporting our recruiters was streamlining their day-to-day routines to match the speed of today's digital world. Where we once relied on extensive, time-consuming paperwork, we leveraged technology to focus strictly on the "must-haves." We replaced mandatory handwritten statements and physical cursive signatures with highly efficient, digitized processes.

Crucially, we also took a hard look at how we process applicants who require additional review. We comprehensively streamlined both Exceptions to Policy and our diverse waiver processes—including legal, dependency, line score, tattoo, and age waivers—making the system more logical and efficient across the board.

For medical waivers specifically, we faced a staggering bottleneck driven by a hidden "add info" shadow backlog. To break it, we fundamentally changed the flow path of how medical waivers were reviewed. We declared an enterprise-wide "Battle Stations"—a massive, all-hands-on-deck surge. We pulled **153** personnel from across the enterprise to join our headquarters staff. Working **14-hour** days for **15** consecutive days, this combined task force relentlessly processed over **8,600** backlogged waivers. Coming out of that surge, we permanently tripled the number of personnel dedicated to medical reviews.

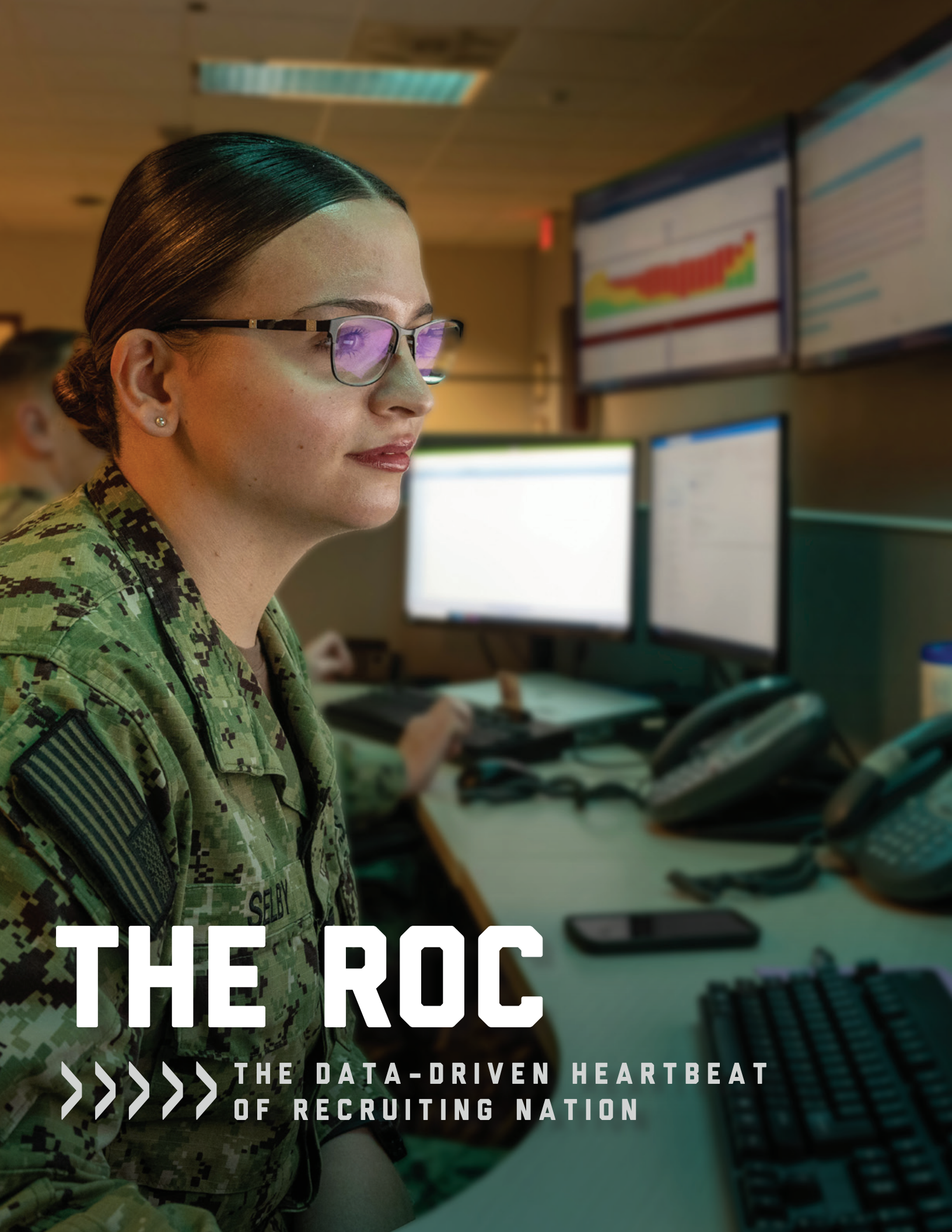
By clearing these administrative hurdles and redesigning the flow of information, we gave recruiters their most valuable asset back: time. We freed them from their desks so they could get back out into their communities and focus entirely on connecting with America's best and brightest.

★★ LISTEN & ADAPT ★★

64 IDEAS FROM
THE VOR

76 INITIATIVES
COMPLETED

100+ POLICY AND
DGM'S RELEASED



THE ROC



THE DATA-DRIVEN HEARTBEAT
OF RECRUITING NATION

Establishment of the ROC

To run a world-class talent acquisition organization, effort alone isn't enough—you need absolute visibility. In the past, data was often siloed across different platforms, making it difficult to see the full scope of the talent battlefield. To modernize our approach and move at the speed of the market, we built a central hub for execution: the Recruiting Operations Center.

Operating as a full, active watch floor, the ROC uses real-time data and advanced data visualization to make informed, rapid decisions that drive the entire enterprise.

A Single Source of Truth

The foundation of this watch floor is reliable, unified data. We transformed our operations by establishing the ROC as our absolute single source of truth.

By fully embracing our Salesforce system and integrating live dashboards, we created a true Common Operating Picture. We now have the capability to review our entire sales funnel metrics at a glance—from the first moment of market engagement down to the final contract signature. Crucially, we didn't just look inward; we bridged the gap by integrating our systems directly with the 65 Military Entrance Processing Stations located across the country. Today, headquarters, regional leadership, and local stations are finally looking at the exact same data, at the exact same time.

Fostering Analytic Curiosity

Having a massive amount of data is useless if you don't know what it means. The ROC wasn't just built to report numbers; it was built to understand and leverage them.

We instilled a culture of "analytic curiosity" across the watch floor. Instead of just accepting a number on a spreadsheet, the ROC team digs deeper to predict performance, optimize production, and analyze market engagement. Why is this metric trending upward? Where exactly is the bottleneck in this specific region? By asking the right questions, the ROC transforms raw data into actionable intelligence, allowing leadership to anticipate challenges and adapt strategies before they become crises.

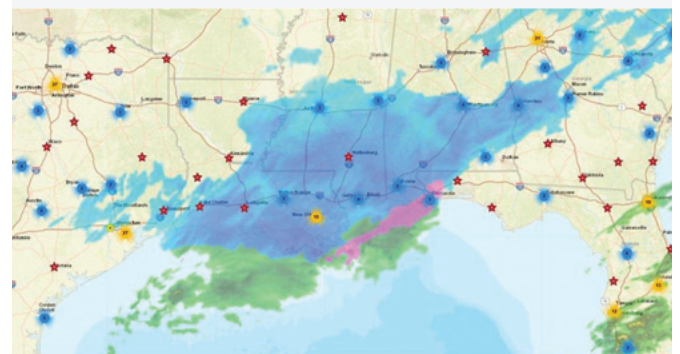
Triage and Customer Service for the Field

While the ROC handles high-level predictive analytics, its most vital mission is supporting the recruiter on the deckplates. We fundamentally view the ROC as a customer service center for the field.

We established dedicated watchstanders who are continuously on call to help the field. When a recruiter runs into a complex issue, a system error, or a processing roadblock, the ROC acts as the immediate triage unit. Instead of a recruiter spending hours hunting down an answer, they have a direct lifeline to unblock them so they can get back to connecting with future Sailors.

Weather Readiness and Hyper-Agile Logistics

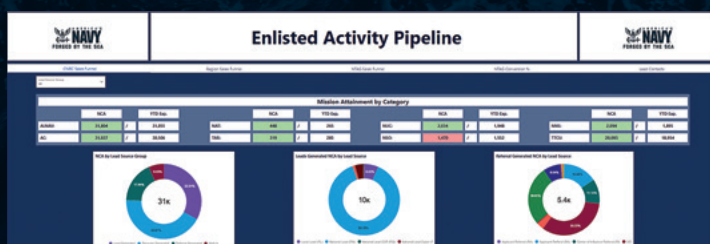
The true test of the ROC's operational agility came during the severe weather events of FY25. When hurricanes and blizzards threatened the nation, the ROC had to dynamically reroute, house, and reschedule future Sailors whose MEPS processing or flights to Recruit Training Command, Great Lakes, were in jeopardy. Through hyper-agile logistics and real-time triage, the watch floor coordinated across all 65 MEPS and travel partners to ensure all future Sailors made it safely through the storms. Despite catastrophic regional weather, the ROC maintained a flawless shipping pipeline, keeping our newest Sailors safe and our mission on track.



Setting the Stage for Execution

All of this technology, data visualization, and field support funnels into a daily rhythm of execution. By consolidating our data into clear, dynamic dashboards, the ROC provides the exact metrics needed to steer the enterprise day by day. This centralized intelligence serves as the essential fuel for our Daily Operations Briefs—a rigorous cadence that ensures every echelon of Navy Recruiting is aligned and executing the mission with absolute precision.

ROC WEEKLY SCHEDULE

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PRODUCTION TUESDAY

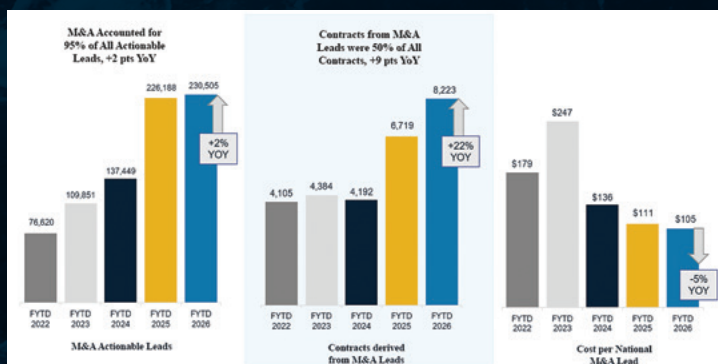
OFFICER WEDNESDAY



RESERVE THURSDAY



M&A/OUTREACH FRIDAY



The Daily OPS Brief: Driving the Rhythm of Execution

The Recruiting Operations Center gathers the intelligence, but the Daily Operations Brief is where we turn that data into action. Every morning, leadership across the enterprise aligns to review our exact position, make rapid adjustments, and set the operational pace for the day.

The Daily Baseline: Total Visibility

We begin by establishing our immediate reality, reviewing yesterday's contracting and shipping numbers alongside our projections for the next 24 to 72 hours. To keep us on our annual glideslope, we evaluate "shipping fit" (matching recruits to ratings) and track overall Recruit to Date metrics. We also place every NTAG's performance side-by-side with regional and national averages to identify exactly where to deploy support.

The Weekly Battle Rhythm

While baseline metrics are reviewed daily, each day of the week features a targeted strategic deep dive:

MEPS Monday: Focuses on conversion and processing metrics across all 65 MEPS to ensure a seamless applicant pipeline from initial test to contract.

Production Tuesday: Analyzes NTAG-specific sales funnel activity, including production per recruiter, local market share (ASAD data), and station manning.

Officer Wednesday: Reviews specialized officer procurement pipelines, focusing on general officer, NUPOC, Medical, and Chaplain recruiting.

Reserve Thursday: Analyzes Reserve recruiting production, focusing on both "off-the-street" recruits and active-to-reserve conversion rates.

M&A and Outreach Friday: Assesses national lead generation, marketing campaign ROI, and local outreach efforts to ensure we are driving traffic directly to recruiters.

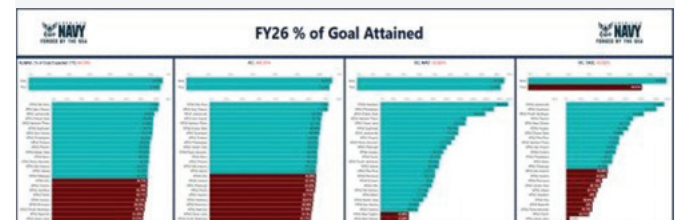
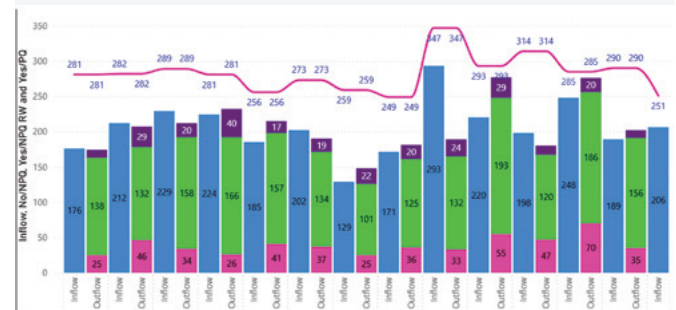
IT Systems Daily Update

A modernized recruiting force runs on technology. Every brief includes an update to review the health of our digital platforms. We track infrastructure right down to the deckplates, monitoring the bandwidth and Wi-Fi speeds of individual NTAGs to ensure our team in the field has zero network lag.

NASIS	Operational	11 hours ago	✓
NMCI	Operational	11 hours ago	✓
WebWave	Operational	10 hours ago	✓
RIDE	Operational	11 hours ago	✓
NAVY.com	Operational	11 hours ago	✓
eCRM	Operational	11 hours ago	✓
PRIDE Mod II	Operational	11 hours ago	✓

Medical Waivers Daily Update

To keep medical processing moving fast, we review the waiver pipeline daily. We track the exact number of medical waivers approved, disapproved, or requiring more info. By monitoring the total process, we ensure our processing speeds never slip backward.





RECRUITING

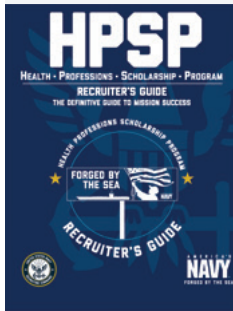
>>>>> ADVANCING THE ART AND SCIENCE OF RECRUITING

To build a world-class talent acquisition enterprise, we had to balance the art of trust with the science of analytics, driving toward green in every mission area rather than just surviving the massive Active Component Enlisted mission. We innovated how we fight on the deckplates by arming our recruiters with standardized playbooks—clear, tactical roadmaps that set a baseline for excellence across the enterprise. Furthermore, when faced with a challenging talent market, we made a conscious decision not to lower our standards, but to elevate our candidates. By launching the Future Sailor Preparatory Course with both academic and physical tracks, we engineered an innovative pathway to help highly motivated Americans meet our rigorous requirements, taking raw potential and forging it into fleet readiness.

TRAINING TO WIN

1.4K	ENLISTED RECRUITER GRADUATES (46 CLASSES PER FY)
100	OFFICER RECRUITER GRADUATES (6 CLASSES PER FY)
72	CRF ACADEMY GRADUATES (8 CLASSES PER FY)

The Playbooks of Success



Health Professions Scholarship Program Recruiter's Guide

We developed aggressive strategies to capture top-tier medical and dental students early in their education. This playbook positions high-value opportunities in front of elite prospects to secure Navy Medical's future.



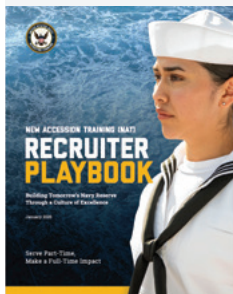
Leads Playbook

We established a high-velocity methodology to optimize our lead pipeline. This playbook ensures every interested applicant is contacted, tracked, and nurtured instantly, eliminating delays and quickly securing qualified talent.



Salesforce Playbook

We locked in strict data standards to maximize our CRM capabilities. This playbook ensures absolute visibility across the battlespace, feeding clean, actionable data directly to the ROC for real-time decision-making.



New Accession Training

This is the definitive operational roadmap for guiding non-prior service applicants smoothly into the Navy Reserve. By streamlining our pathways, we ensure our reserve forces are manned rapidly and efficiently.



Delayed Entry Program Playcard

We strengthened our shipping pipeline with proven strategies to mentor and retain future Sailors. This playbook gives recruiters the tools to physically and mentally prepare candidates before basic training, reducing attrition and delivering resilient recruits.

NSO Mentors: Elite Training for Elite Talent

To win the high-end fight, we need elite warfighters. That is why we brought back our Naval Special Operations Mentors. We put proven, battle-tested Subject Matter Experts back in the field to actively train and mentor our NSO future Sailors. We aren't just looking to ship these candidates; we are ensuring they arrive at their pipelines physically hardened, mentally prepared, and ready to dominate the hardest training in the military.

The National Medical Team

Medical recruiting is a complex mission that was weighing down our NTAGs. To unshackle the field, we established the National Medical Team, pulling direct access medical missions directly under NRC headquarters. To further attack processing bottlenecks for critical lifesavers, we brought in tactical reinforcements by partnering with an expert civilian medical recruiting firm. Targeting Medical Officer Direct Accessions (physicians and dentists), this partnership bypasses internal hurdles and rapidly accelerates the credentialing and accession of top-tier medical professionals.

The Active-to-Reserve Success Story (RPAC / NRRC)

Recruiting isn't just about bringing in the next generation—it is about keeping the lethal talent we have already built. NRC fundamentally shifted how we engage separating active-duty Sailors by putting trained Active-to-Reserve recruiters face-to-face with them on the deckplates. Concurrently, our Navy Reserve Recruiting Command recruiters stepped up to handle all field outreach. This streamlined approach accelerates a Sailor's transition into the Navy Reserve, ensuring a seamless handoff that gets them drilling faster than ever. We are keeping our proven warriors in the fight.

The Modern Recruiter is a Digital Creator

The battlespace has changed, and our recruiters have adapted to own the digital ground game. While National Marketing provides the heavy air cover, our recruiters are winning the fight in the trenches through authentic, organic social media. By showcasing the real, day-to-day reality of life as a Navy Sailor, our fleet of "Micro-Influencers" is building genuine digital trust. They are piercing through the noise and connecting directly with the next generation of applicants who traditionally tune out highly produced, paid advertising.



MARKETING & ADVERTISING



STRATEGIC MARKETING: DRIVING
ENGAGEMENT + GENERATING LEADS

Marketing and Advertising: Maximizing Our Reach

Marketing is our precision air cover. By leveraging predictive analytics, high-visibility media takeovers, and immersive virtual reality, we transformed our advertising apparatus into a world-class talent pipeline that directly drives deckplate execution.

Mixed Media Modeling & Lead Scoring

We replaced intuition with data. Through mixed media modeling, we optimized our channel mix by predicting how modern media consumption patterns extend the lifespan of our content. To ensure recruiters are hunting the best prospects, we developed a proprietary lead scoring model. By analyzing thousands of historical data points, the system calculates exact conversion probabilities and pushes actionable intelligence directly into Salesforce. When field leads go cold, our Contact Center serves as a tactical safety net, deploying targeted SMS campaigns to successfully re-engage previously unreachable prospects.

Dominating the Battlespace

We engaged the next generation exactly where they live, watch, and compete. We seized the national streaming spotlight during major holiday NFL games and dominated the summer blockbuster season in cinemas nationwide. At the grassroots level, the Navy All-American Bowl drove year-long local recruiter activations via high school jersey presentations. In the digital arena, we engaged the esports community by deploying our "Goats & Glory" team into high-intensity LAN areas, battling gamers one-on-one to build authentic trust.

The Strike Group: Immersive Virtual Reality

To showcase the sheer breadth of Navy STEM careers, we launched The Strike Group. This advanced experiential asset brings the Fleet directly to the streets. Utilizing state-of-the-art virtual reality headsets, TSG transports applicants out of their hometowns and puts them on the decks of aircraft carriers, inside fast-attack submarines, and into special warfare environments—proving firsthand that no civilian sector path can match our opportunities.

Setting the Industry Standard

Our marketing isn't just winning awards; it's winning recruits. We are beating out corporate giants for the most prestigious advertising awards in the world. By deploying innovative tactics—like interactive Reddit puzzle games to hunt problem-solvers for the submarine fleet and multi-path interactive ads that allow users to explore careers matching their individual skills—our creative content is fundamentally changing how applicants view Navy service.

Strategic Reach & Activations

- Netflix NFL Integration: Captivated **65 million** live viewers on Christmas Day, plus **50 million** retargeting impressions.
- Summer Cinema Takeover: Captured **27.7 million** in-theater impressions, driving a massive **64%** increase in the likelihood to join.
- The Strike Group: Deployed across **143** events, generating **589.4 million** impressions and capturing **12,599** high-value contacts.
- DreamHack Esports: Engaged **96,000** attendees as the exclusive Armed Forces Partner, securing **1,100** qualified leads on the spot.

The Trophy Room

- Cannes Lions Awards: 1 Gold Lion, 1 Silver Lion, and 4 Shortlists for the Subhunter Reddit campaign.
- Effie Awards: 1 Gold, 1 Silver for the Inside the Navy campaign, driving a **795%** growth in social engagement.
- IAC Awards: Won Best Education & Best Employment Online Ads, driving a **70%** surge in applicant Intent.

Driving Contracts

- **8.29 Billion**: Total media impressions across all platforms (**+4.0% YoY**).
- **695,333**: Actionable M&A leads generated, accounting for **94%** of all Navy leads.
- **23,128**: Contracts directly attributable to Marketing (**+26% YoY**).
- **50%**: Of total Navy contracts sourced directly by M&A efforts.
- Lead Scoring: Integrated into Salesforce, flagging "Level 5" prospects with an **80%+** conversion probability.
- **36%**: Response rate from Contact Center SMS efforts, reconnecting **1,305** "lost" leads.



READINESS



BUILDING LONG-TERM READINESS: INVESTING IN OUR PEOPLE

We can build the most advanced data models and run the most efficient watch floors in the Navy, but our ultimate weapon system is the recruiter on the deckplates. Recruiting is a demanding, high-pressure, and geographically isolated duty. To sustain a world-class enterprise, we fundamentally changed how we support, develop, and protect our people.

True readiness is not just handing a Sailor tools and a quota; it demands protecting the force from the friction of the grind. By prioritizing professional growth, aggressively rewarding excellence, and treating mental health as an absolute operational imperative, we forged a resilient, lethal force equipped to secure the Navy's future.

CUB EVOLUTION

We revamped our enterprise Commander's Update Brief to heavily integrate non-production data for each NTAG/RTAG. Every week, we dedicate focused time to Personnel, Equipment, Supply, Training, Outreach, Networks, and Infrastructure. By treating the holistic health of the force with the same urgency as our contracting goals, we ensure our frontline recruiters have the exact operational support they need to win.

Career Progression and Rewarding Excellence

We started by replacing artificial pressure with real strategy. By shifting to an annual goaling model, we eliminated the punishing month-to-month scramble, unlocking true strategic planning on the deckplates and immediately boosting morale. More importantly, we made sure that dominating the market directly translated to making rank. We launched the Advancement Playbook, consolidating Navy-wide policies into a clear, step-by-step roadmap for our recruiters to take absolute ownership of their careers. By aligning evaluations directly with deckplate performance and aggressively utilizing Meritorious Advancement Program and Command Advance to Position, we removed the guesswork from career progression. We ensured our highest performers are recognized, promoted, and positioned to become the Navy's next generation of deckplate leaders.

Mental Health & Guarding the Frontline

We cannot expect our recruiters to fight relentlessly without providing the armor they need. To combat burnout and sustain high-velocity production, we partnered directly with the American Red Cross to provide immediate, confidential care. We also fixed broken flow paths that were taxing our families. By implementing the "I-Stop," recruiters now have their actual recruiting station in their orders and get vital time at their home station to settle personal affairs, receive their technology, and integrate with their team before ever attending the schoolhouse.



Surging to 100% Manning & Elite Training

You cannot win a war without troops on the frontline. Achieving full manning in partnership with Navy Personnel Command was the absolute linchpin to making our mission. By answering the call with dedicated mobilizations and strategically realigning our Career Recruiting Force subject matter experts to exactly where they were needed most, we stabilized the force and set the conditions for record-breaking production. To ensure those leaders are razor-sharp, we rolled out a peer-to-peer Coaching Pilot for our Division Leading Chief Petty Officers and completely overhauled our schoolhouses—ensuring our senior leaders are pressure-tested in live operational environments before taking the helm.

Arming the Force

- **100% Manning Achieved:** Systematically closed historical gaps to evenly distribute the operational workload across the enterprise.
- **363 CANRECs Mobilized:** An immediate injection of active-duty manpower, utilizing Canvasser Recruiters who voluntarily mobilized to the frontline.
- **3,500+ SLA Days Restored:** Fought for 493 team members to ensure no Sailor lost the Special Leave Accrual they earned while executing the mission.
- **Meritorious Advancement Program:** We don't just talk about rewarding excellence; we put stripes on the sleeves of our top performers. By executing a combined 90 Meritorious Advancement Program quotas, we directly tied career progression to absolute market dominance. To aggressively incentivize high-velocity production, we explicitly carved out eight of those MAPs exclusively for our Recruiter of the Quarter winners. We instantly promoted our most effective deckplate operators, proving that when you win in the trenches, this command will accelerate your career.
- **14 Curriculum Updates:** Modernized the NORU schoolhouse to match the speed of the market, capping the expanded CRF Academy with a live, high-pressure capstone.



TECH IMPROVEMENTS



**MODERNIZING THE TOOLS.
EMPOWERING THE FIELD**

A world-class talent acquisition force cannot operate on outdated hardware and legacy workflows. Every minute a recruiter spends fighting a frozen computer, battling a slow network, or acting as their own IT support is a minute they aren't fighting for talent. We stopped treating IT as a background administrative function and started treating it with the exact same operational urgency as a weapons system. By overhauling our digital ecosystem, standardizing modern hardware, and holding our network providers accountable, we digitized the battlefield.



Modernizing the Recruiter

The modern applicant expects a high-tech presentation. We completely overhauled the physical gear issued to the field, ensuring our force has total operational mobility and top-tier hardware.

- **The Standard Issue Loadout:** Every single recruiter is now issued a government smartphone, a modern laptop, and a portable Xebec tri-fold monitor. This guarantees our Sailors can instantly set up a desktop-level command center anywhere.

- **Massive Cellular Support & Upgrades:** Partnering with Verizon and T-Mobile, we now actively support over 10,000 devices (smartphones, hotspots, and SIM cards) across the enterprise. We instituted a strict 36-month hardware upgrade cycle, currently pushing the iPhone 15 series to the field (with a policy to issue the next model up if out of stock).

- **64-Bit Biometric Plugins:** We eliminated the need to print, sign, and scan paper documents. Applicants now securely sign PRIDE Mod PDF/A forms utilizing digital fingerprint biometric scanners directly on recruiter Nautilus devices.

- **Hardware Refresh:** Across the enterprise, all local station Ricoh printers are actively being renewed this fiscal year to ensure no administrative downtime.

- **Immersive Virtual Reality:** We pushed the boundaries of experiential recruiting by deploying VR headsets to the deckplates, allowing recruiters to transport applicants onto the decks of aircraft carriers and inside fast-attack submarines.



Rapid Triage & AI Innovation

- **Eradicating the IT Backlog:** We shifted the IT Help Desk into a rapid-response triage unit, servicing and permanently closing tens of thousands of trouble tickets since 2024 to ensure our frontline operators are never left on hold.

- **AI-Powered Training:** We are building an AI-powered repository of knowledge. Recruiters will soon be able to query vast policy databases to get answers even to complex questioning in seconds, and utilize AI bots to actively practice their sales pitches.

Eradicating Network Lag

You cannot run a cloud-based, real-time CRM if local stations cannot connect to it. We launched an aggressive initiative to guarantee commercial-grade Wi-Fi speeds directly to the deckplates.

- **Per-Recruiter Bandwidth Targets:** Starting in June 2026, we are upgrading 484 stations nationwide. We established a strict new baseline target of 15Mbps per recruiter. For example, a four-person station is now guaranteed a minimum bandwidth target of 60Mbps.

- **Enforcing SLAs:** We are deploying network monitoring devices to every station and NTAG. We are no longer guessing if the internet is slow; we are actively monitoring our commercial internet providers to ensure they meet their Service Level Agreements.

- **Fail-Safe Redundancies:** If a local provider fails to meet performance targets, we refuse to let the station go dark. We deploy Verizon Mobile Gateway cellular devices as a temporary commercial internet solution. For extremely remote stations, we are actively pursuing satellite services to guarantee the required bandwidth is always available.

Automating the Grind

Hardware means nothing if the software processes are stuck in the past. We ripped out legacy administrative drag to create a seamless pipeline.

RECOGNIZING OUR CIVILIANS & CONTRACTORS

While our Sailors are the visible face of Recruiting Nation, our civilian and contractor workforce is its bedrock. Because military personnel rotate to new commands every few years, these dedicated professionals—many of whom stay with us for decades providing the invaluable institutional memory that keeps our enterprise running. From the administrative experts and processing staff supporting our NTAGs and MEPS in the field, to the IT professionals and analysts driving our daily operations, they are the quiet engine behind our success. We could not achieve record-breaking numbers without their enduring continuity and experience.



FY24 AWARDS & RECOGNITION

AC Officer Recruiter of the Year

Lt. Nicolette Santora
(NTAG Carolina)

RC Officer ROY

Lt. Cmdr. Mikal Coppage
(RTAG Northwest)

AC Enlisted ROY

DC2 Rheann Hietpas
(NTAG Jacksonville)

RC Enlisted Prior Service ROY

AME1 Matthew Davis
(RTAG Southwest)

RC Enlisted Non-Prior Service ROY

PS1 Mei Zhang
(NTAG Southwest)

Medical Officer Programs ROY

Lt. Cmdr. Marquita Melvin
(NTAG Pittsburgh)

Officer Nuclear ROY

Lt. Earl Pascua
(NTAG Phoenix)

Enlisted Nuclear Field ROY

CM1 Michael Dusseljee
(NTAG Richmond)

Recruiter in Charge of the Year

NC1 David Smith
(NTAG Phoenix)

Division Leading Chief Petty Officer of the Year

NCC Kade Henderson
(NTAG Great Lakes)

Classifier of the Year

PS1 Amanda Lowe
(NTAG Great Lakes)

Navy Liaison Office of the Year

MEPS Ft. Hamilton
(NTAG Empire State)

Officer Programs Officer of the Year

Lt. Cmdr. Derrick Prescott
(NTAG Rocky Mountain)

Enlisted Programs Officer of the Year

Lt. Cmdr. Jeffrey Boutin
(NTAG Ohio River Valley)

National Enlisted Nuclear Field Coordinator of the Year

MMN1 Samantha Soto
(NTAG Nashville)

National Chaplain Program ROY

NCC Marcus Howard
(NTAG Philadelphia)

National NSO ROY

AO1 Samuel Bezdichek
(NTAG Jacksonville)

National ROTC Coordinator of the Year

BMC Stephanie Williams
(NTAG Richmond)

National E-Talent Recruiter of the Year

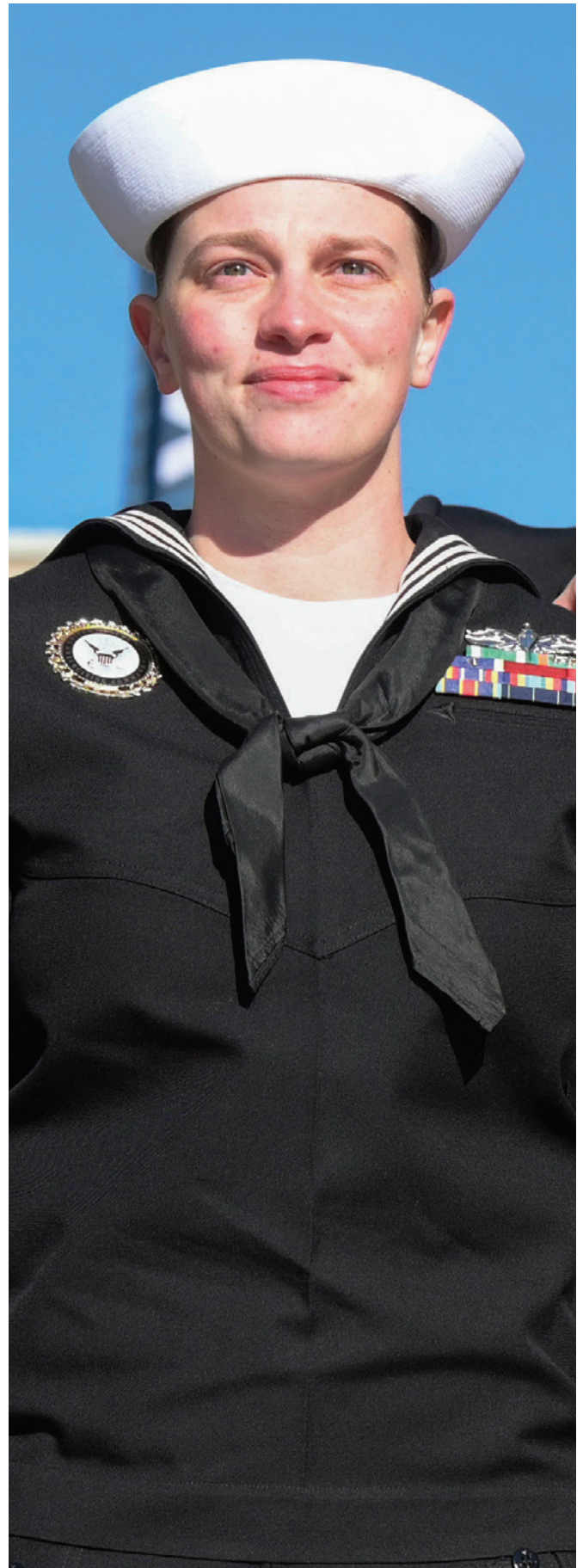
STS2 James Arrowsmith
(NTAG Nashville)

National Support Person of the Year

LS1 Hakeem Lunkin
(NAVCROUTRESCOM)

Recruiting Gold "R" Award

NTAG New Orleans





FY25 AWARDS & RECOGNITION

AC Officer Recruiter of the Year

LSC Neil Phillips
(NTAG Heartland)

RC Officer ROY

Lt. Cmdr. Nathan Williams
(RTAG Northeast)

AC Enlisted ROY

BM1 Courtney J. Poole
(NTAG Jacksonville)

RC Enlisted ROY

NC1 Kevin D. Rambaud
(RTAG Southwest)

RC Enlisted ROY

GSE1 Pathion D. Maxwell
(RTAG Houston)

Medical Officer Programs ROY

Lt. Cmdr. Pamela G. Resurreccion
(RTAG Southwest)

Nuclear Programs Officer ROY

Lt. Cmdr. Joshua A. Rogers
(NTAG Nashville)

Enlisted Nuclear Field ROY

RS1 Korbin B. Lewis
(NTAG Nashville)

Recruiter in Charge of the Year

NC1 Brenda Robinson
(NTAG Southwest)

Division Leading Chief Petty Officer of the Year

NCC Emma K. Tinch
(NTAG Pittsburgh)

Classifier of the Year

PS2 Juan D. Restrepogomez
(NTAG Pittsburgh)

Navy Liaison Office of the Year

NLO San Diego EPDS, Matthew J. Lewis
(NTAG Southwest)

Officer Programs Officer of the Year

Lt. Cmdr. John C. Vonbadinski
(RTAG Southwest)

Enlisted Programs Officer of the Year

Lt. Cmdr. Diamond M. Latham
(NTAG Houston)

AC and RC Medical/Dental Corps Officer ROY

Lt. Cmdr. Jude R. Rosario
(RTAG Southwest)

Enlisted Nuclear Field Coordinator of the Year

MMN1 Robert D. Hines
(NTAG Nashville)

Chaplain Program ROY

EMC Samantha M. Chapman
(NTAG Southwest)

NSO Coordinator of the Year

CM1 Deven L. Berthelson
(NTAG Rocky Mountain)

ROTC Coordinator of the Year

BU1 Tyesha A. Thompson
(NTAG Empire State)

E-Talent ROY

GM1 Chance W. Adams
(NTAG Portland)

Support Person of the Year

YN1 Christopher R. Kelly
(RTAG Northwest)



COMMAND AWARDS

Recruiting Gold "R" Award

NTAG Carolina

Recruiting Silver "R" Award

NAVCROUTREG West - NTAG Rocky Mountain
NAVCROUTRESCOM - RTAG Southeast

Recruiting Blue "R" Award

NTAG Carolina
NTAG Empire State
NTAG Houston
NTAG Mid-America
NTAG New Orleans
NTAG Rocky Mountain

Region East Excellence Awards

Enlisted "E" - NTAG Carolina
Officer "O" - NTAG Nashville
Nuclear "N" - NTAG Nashville
NSO "W" - NTAG Philadelphia
NROTC "C" - NTAG Empire State
Reserve Component "NT" - NTAG New Orleans
Medical Officer "M" - NTAG Carolina
NUPOC "NP" - NTAG Nashville

Region West Excellence Awards

Enlisted "E" - NTAG Rocky Mountain
Officer "O" - NTAG Houston
Nuclear "N" - NTAG Golden Gate
NSO "W" - NTAG Rocky Mountain
NROTC "C" - NTAG Red River
Reserve Component "NT" - NTAG Phoenix
Medical Officer "M" - NTAG Rocky Mountain
NUPOC "NP" - NTAG Houston

Reserve Region Excellence Awards

Enlisted "E" - RTAG Northwest
Officer "O" - RTAG Southwest



SALES FUNNEL

>>>>> THE FUNNEL: FROM ATTEMPT TO CONTRACT

To win the war for talent, we must understand the battlefield, and our guide to that environment is the sales funnel. From the very first phone call or text message to the final signature on a contract, the funnel provides total visibility into our operational health. At the top of the funnel—where we track attempts, leads, and initial contacts—the focus is entirely on volume, velocity, and market penetration. These upper-funnel metrics tell us how aggressively we are prospecting and whether our marketing air cover is successfully driving interest. It measures the sheer grit and hustle required to cut through the noise of the civilian market to get prospects to the table.

Once a prospect sits down for an interview, the mission shifts from volume to conversion. Our lower-funnel metrics—tracking interviews, MEPS processing, and contracts—measure the tactical efficiency and sales acumen of our recruiters. This is where the "Art of Recruiting" takes over, as our force builds trust, navigates complex medical processing hurdles, and ultimately closes the deal. By actively analyzing both ends of this spectrum in the Recruiting Operations Center, we can pinpoint exactly where applicants may be getting stuck, allowing us to deploy targeted coaching or training assistance to ensure no future Sailor is ever lost in the pipeline.



FY24

Total NRC Metrics to Obtain Contracts

Attempts

14,008,182

Contacts

2,426,262

Appointments

334,793

Interviews

237,584

Qualified Interviews

112,614

Enlisted Contracts

43,133

Recruiter Metrics to Obtain 1 Contract

Attempts

325

Contacts

56

Appointments

8

Interviews

6

Qualified Interviews

3

Enlisted Contracts

1

ATTEMPTS: A recruiter's proactive effort to reach an applicant through phone calls, texts, emails, social media, or other methods.

APPOINTMENTS: An individual who qualifies for a face-to-face interview and meets the minimum requirements for Navy opportunities.

CONTRACTS: An applicant that has completed the medical screening and selected for a job/ship date.



FY25

Total NRC Metrics to Obtain Contracts*

Attempts

12,327,367

Contacts

2,127,945

Appointments

352,447

Interviews

253,514

Qualified Interviews

121,710

Enlisted Contracts

48,015

Recruiter Metrics to Obtain 1 Contract

Attempts

257

Contacts

44

Appointments

7

Interviews

5

Qualified Interviews

3

Enlisted Contracts

1

CONTACTS: An individual who responds to communication attempts through phone calls, texts, social media, emails, or other methods.

INTERVIEWS: An applicant, who has been preliminarily screened, and meets with a recruiter to discuss potential opportunities within the Navy.

QUALIFIED INTERVIEWS: An applicant who attends an interview and is suitable to potentially join the Navy.

NRC FY25 BY THE NUMBERS

To execute our critical mission of securing tomorrow's Navy, our enterprise operates on a massive, integrated scale. The recruiting force spans 3 Regions, 26 Navy Talent Acquisition Groups, and 5 Reserve Talent Acquisition Groups, all anchored by the foundational training provided at our 1 Navy Orientation Recruiting Unit. Driving this global effort is a dedicated, total-force team comprising 5,851 military personnel, 597 civilian employees, and 136 contractors, all working in unison to find and mentor the next generation of Sailors.

FOR THE 1ST TIME IN OVER A DECADE, NRC MADE ALL 4 MISSION CATEGORIES IN FY25 AND IS TRACKING TO DO THE SAME IN FY26.

ENLISTED MISSION

⚡ 108.6%

of mission achieved in **Active Component**.
Most attained since at least 2001.
Up 44,096 from 40,600

OFFICER MISSION

⚡ 100.2%

of mission achieved in **Active Component**.
Nurse Corps exceeded goal at 127.2%
Up 2,579 from 2,574

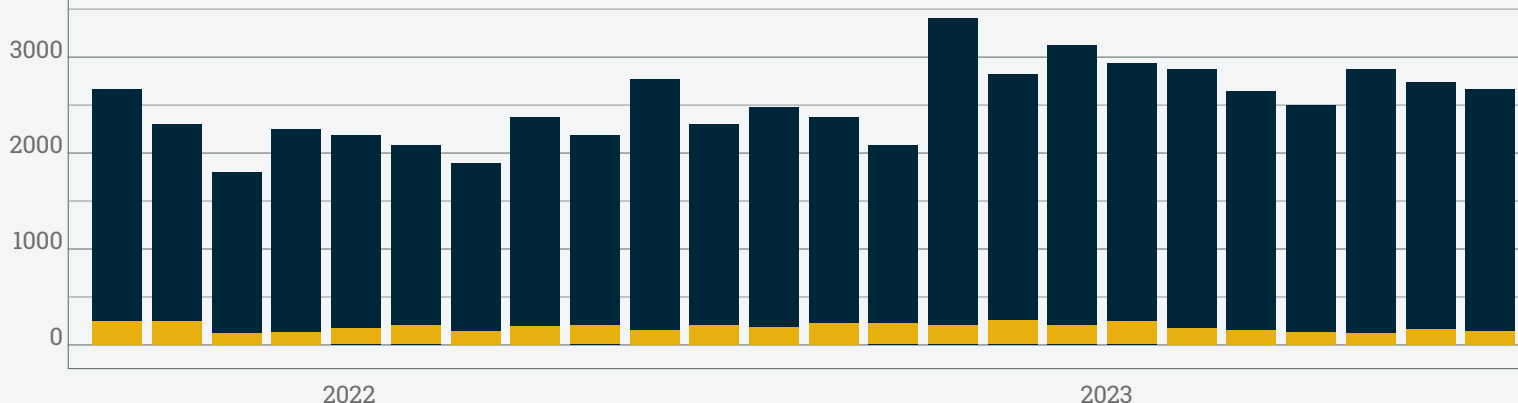
⚡ 100.4%

of mission achieved in **Reserve Component**.
Most Prior Service attained since at least 2015
Up 8,178 from 8,149

⚡ 104.8%

of mission achieved in **Reserve Component**.
Most attained since at least 2019.
Up 1587 from 1515

MONTHLY CONTRACT ATTAINMENT



\$444.77M

Enlisted Bonuses
Spent

3.49K

NROTC Applications
Submitted

117K

High School
Visits

102.5%

Nuclear Field Mission

Quality Market Recruiting

60%

Total Test Category Upper

4%

Test Category IV
down from 13% in FY24

\$4.27M

Loan Repayment
Spent

8K

Officer Applications
Processed

2.2K

College
Engagements

100%

NUPOC Mission 5
months early

Medical Waiver Efficiency

49.7K

Cases Processed

3 Days

Average time to close
down from > 40 days

BOY DEP

YoY

FY24

12%

FY25

25%

FY26

25%

Marketing & Advertising



8.29B Impressions

67.6M Engagements

695K Actionable Leads

23K Contracts

1.3K Direct Connects

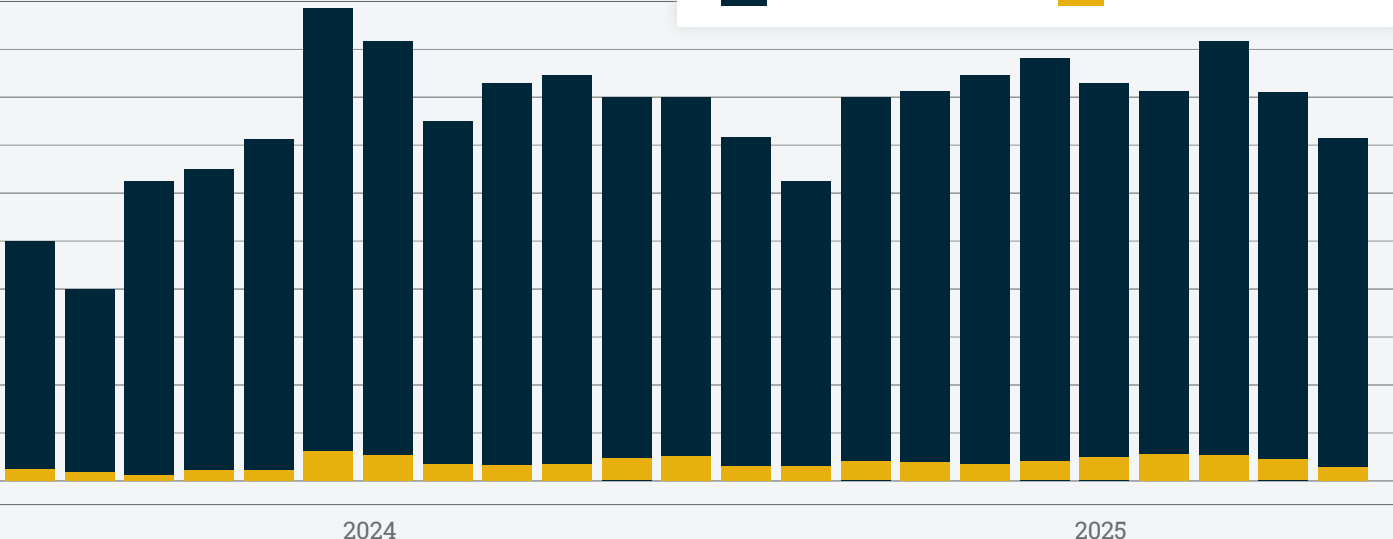
CONTRACT TYPE



Active Contracts



Reserve Contracts



NAVY RECRUITING COMMAND FY26 STRATEGY

RECRUITER FOCUSED FOR MISSION SUCCESS

Winners Win is our cultural standard. We do not hope to win, we expect to win because we prepare with discipline, execute with precision, and learn relentlessly.

Sustain and Scale Recruiter Success

Recruiters remain our #1 priority. We will reduce recruiter drag and improve quality of service.

Strategic Change Actions

- Optimize the Fleet-to-Recruiter transition with high-end practical and classroom training (NORU + NTAG I-Stop).
- Enhance recruiter development and resilience through coaching and leadership development.
- Maximize recruiter efficiency via technical (Salesforce-eCRM) and procedural (barrier removal) improvements.

Advance the Art and Science of Recruiting

We will continue to rely on tried and true, trust-based tactics, techniques and procedures supported by cutting-edge data analytics and technology across all officer and enlisted mission areas.

Strategic Change Actions

- Elevate officer recruiting to the "gold standard" of data informed prospecting, talent quality, and predictability.
- Expand the ROC Common Operating Picture to all mission areas.
- Build future Sailor commitment in DEP through effective recruiter engagement, preparation for RTC, influencer involvement and team building events.
- Reduce losses within 30 days of shipping to < 3% and build DEP referrals to > 10% of contracts.
- Develop metrics, incentives, and training that drive active prospecting into more productive schools and zip codes.

Build Long-Term Readiness

We will set the conditions for sustained success by transforming recent historic performance into enduring institutional strength. Continuous learning, analysis, and adaptation will define our craft.

Strategic Change Actions

- Identify and employ CRF experts to make Salesforce-eCRM training more robust and relevant.
- Elevate CRF Salesforce-eCRM and officer recruiting level of knowledge to the expert level.
- Raise the quality and consistency of NTAG continuing training across the force.
- Reinforce CMC/CR partnerships.
- Strengthen DLCPO development pathways, including coaching.

THANK YOU RECRUITING NATION

YOUR VOICE HAS BEEN THE CATALYST FOR CHANGE
AND YOUR FEEDBACK HAS DRIVEN OUR ACTIONS.





FY 2024 - FY 2026

Designed by:

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MC2 Joshua Sapien