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# MISSION- READY RECRUITMENT

LESSONS FOR LOCAL  
GOVERNMENTS FROM THE U.S.  
MARINE CORPS' GOLD-STANDARD  
RECRUITING SYSTEM

U.S. Marine Corps photo by Cpl. Alexander Devereux



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# THE NEED FOR A

# SYSTEMATIC APPROACH TO RECRUITMENT



U.S. Marine Corps photo by Lance Cpl. Zachary Larsen

**State and local governments across the U.S. are facing a growing workforce crisis, struggling to recruit and retain the talent needed to sustain essential services. Despite similar challenges, the U.S. Marine Corps has shown that strategic, mission-driven recruitment can succeed in competitive environments – offering valuable lessons for public sector leaders looking to strengthen their talent pipelines.**

In 1973 – after years of intense national debate – the United States military transitioned from a draft-based system to an all-volunteer force. This required a fundamental shift for the armed forces, which now had to compete for talent like never before, not just attracting qualified recruits but retaining them.

One branch of the military – the United States Marine Corps – recognized the need for a massive logistical and strategic overhaul to recruit top talent and maintain their standard of excellence. The Marines tackled the challenge head-on and with systematic precision, quickly establishing a robust recruiting function it relies on to this day.<sup>1</sup>

While some military branches have struggled to meet recruitment targets in recent years, the Marine Corps has consistently hit its goals and attracted top talent.<sup>2-4</sup> This success isn't accidental – it stems from a clear, repeatable system that leverages the Marine Corps' strengths, reinforces its identity, and evolves with changing demands.

The Marines' time-tested recruitment strategy offers powerful, replicable lessons for any organization looking to build a strong, resilient workforce.

# ATTRACTING & RETAINING TOP TALENT IS ONE OF THE BIGGEST CHALLENGES FACING LOCAL GOVERNMENTS TODAY.

**This case study breaks down the Marine Corps' proven recruitment strategy into practical lessons that can help government agencies build stronger talent pipelines and secure the workforce they need to deliver essential services.**

You'll learn how the Marines prioritize recruitment as a leadership-driven mission, ensuring it gets the attention and resources needed to be effective. We'll explore how the Marines use a structured, repeatable process to actively seek out the right candidates rather than waiting for applications to roll in. And finally, we'll look at how the Corps communicates the deeper value of service, helping recruits understand what they gain beyond just a salary.

**These strategies offer local government leaders actionable approaches to begin building tomorrow's workforce.**

# PRIORITIZING RECRUITMENT

Raising the Flag on Iwo Jima  
by Joe Rosenthal of the Associated Press







# LEADERSHIP, RESOURCES, AND THE RIGHT PEOPLE

U.S. Marine Corps photo by Sgt. Karis Mattingly

**Unlike most organizations, where HR or mid-level leadership manages hiring, the Marine Corps treats recruiting as a mission-critical function led by top-performing Marines promoted into recruitment. It operates as a dedicated, highly structured department – not an offshoot of another division.**

Recruiters report directly to senior officials, with the commanding general of Marine Corps Recruiting Command reporting to the service chief – the Commandant. Until recently, the Marine Corps was the only military branch with this direct reporting structure, giving recruitment a higher strategic priority, faster decision-making, and better access to resources.

This approach ensures recruitment is proactive, strategic, and led by those with firsthand knowledge of the demands of service.



### Recruiting as a Strategic Priority

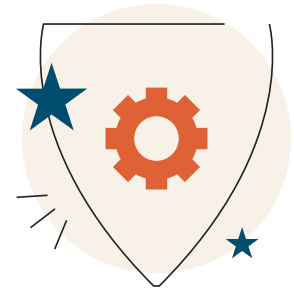
The Marine Corps was the first military branch to give recruitment leadership a direct line to the Commandant. For years, it remained the only branch to take this approach – and was the only one to consistently meet recruitment goals.

After struggling to meet enlistment targets, the Army has now followed suit, adopting the Marine Corps' model to strengthen its own recruiting outcomes. This shift underscores a fundamental truth: to successfully recruit top talent, organizational leadership needs to be committed and engaged.

### Selecting the Right Recruiters

Marine recruiters are first and foremost Marines – hand-selected from the best within the ranks, making recruiting a prestigious assignment for top performers. Chosen for their leadership, communication skills, and deep commitment to the Corps' values, they serve as genuine and effective ambassadors.

While they receive specialized training, it is their authenticity and firsthand experience that make them uniquely qualified to shape the next generation of service members.



### Ongoing Accountability and Support

To maintain high recruiter performance, the Marine Corps invests heavily in training, oversight, and real-time adjustments.

Recruiters systematically track and nurture every lead, building relationships over months or even years to sustain a strong talent pool of potential candidates. Leadership plays a crucial role by monitoring performance, identifying obstacles, and providing targeted support to remove barriers to success.

This commitment to continuous improvement ensures recruiters have the right tools – whether it's upgraded laptops, enhanced broadband access, or streamlined processes – allowing them to work with greater efficiency and impact.

By prioritizing recruitment, selecting passionate, disciplined Marines, and ensuring ongoing training and operational support, the Marine Corps has built a highly effective, adaptable recruitment machine.

#### TACTICAL TAKEAWAY

## RECRUITMENT SUCCEEDS WHEN TREATED AS A TOP PRIORITY

Elevate it to a mission-critical function, empower the right leaders, invest in resources like training and equipment, track performance, and provide ongoing support.

“

**THERE'S A SAYING IN  
THE MARINE CORPS:  
'MCRC EATS FIRST.'  
THE HIGHEST QUALITY  
MARINES GO TO  
RECRUITING DUTY.**

**Bill Gray**

Colonel, USMC (Ret.), Former MCRC Assistant Chief of Staff for  
Operations and Former District Commanding Officer

**MCRC: Marine Corps Recruiting Command**



# THE SYSTEMATIC RECRUITING METHOD

The Associated Press. 'The Few, the Proud' aren't so few: Marines recruiting surges while other services struggle



# A CLEAR & REPEATABLE PROCESS



Coastal Cliffs Observation  
U.S. Marine Corps photo by Cpl. Diego Garcia

**The Marine Corps' Systematic Recruiting Method (SRM) is a disciplined, structured approach designed for consistency and effectiveness. The Marines treat recruitment like a traditional sales pipeline, ensuring every recruiter follows a clear, repeatable method to attract and secure the right candidates.**

## TACTICAL TAKEAWAY

**A STRUCTURED, REPEATABLE RECRUITMENT PROCESS — FOCUSED ON PROACTIVE OUTREACH, SUSTAINED ENGAGEMENT, AND CLEAR PERFORMANCE METRICS — ENSURES A STEADY PIPELINE OF HIGH-QUALITY CANDIDATES.**

Marine leadership originally modeled the SRM after corporate sales methodologies, drawing direct inspiration from Xerox's professional sales system — a gold standard in structured, high-performance selling that was revolutionary for its time.<sup>5</sup>

This approach emphasizes prospecting, lead qualification, structured presentations, and long-term relationship management. By applying these sales principles, the Marines built a recruiting system that actively engages candidates, nurtures interest over time, and systematically guides them through the enlistment process.

Over time, the SRM evolved into the Marine Corps Communication & Consultative Selling Skills (MC3) framework, refining its playbook while maintaining the core principles of precision, discipline, and strategic outreach.

This model ensures every recruiter follows the same proven, structured approach, ensuring consistency and a clear, repeatable training model for new recruiters.

This system doesn't just standardize best practices — it also creates a clear way to measure success, with recruiters held to defined targets and performance metrics. By setting specific goals and tracking progress, the Marine Corps ensures recruitment remains data-driven, results-oriented, and adaptable to different environments while maintaining the highest standards.

# STEP-BY-STEP BREAKDOWN

1

## Prospecting

Recruiters start by casting a broad net, reaching as many potential candidates as possible – even those who may not be ready to enlist for months or years. The goal is to build awareness, spark interest, and create a pipeline of future recruits, knowing that most initial interactions won't immediately lead to enlistment.

■ **Canvassing:** Recruiters identify community events and other opportunities to engage with potential recruits, including at schools, local gathering spots, and online. From social media outreach to face-to-face connections on the street, they take an intentional, creative approach to meeting candidates wherever they are.

■ **Following Up:** Every interaction is meticulously tracked, with recruiters following a structured schedule of outreach to ensure no lead is forgotten. Whether through referrals, inquiries, or advertising-driven interest, sustained engagement keeps prospects connected until they're ready to take the next step.

■ **Adapting & Innovating:** Recruiters embrace new tools and tactics to reach potential enlistees – leveraging social media, canvassing school websites, and even referencing high school yearbooks to identify and connect with future Marines.

2

## Pre-screening:

Early on, recruiters verify potential candidates meet the basic eligibility criteria for enlistment. In the case of the Marine Corps, this includes age and education verification and a physical fitness assessment. This step is essential to focus efforts on the right prospects.

3

## Engagement

Recruiters don't present a one-size-fits-all pitch – they tailor their approach to each candidate's motivations, aspirations, and concerns. The goal is to make the value of service feel personal and meaningful, not just a career choice but a transformational opportunity.

■ **Understanding Motivations:** Recruiters take time to listen and assess what drives a candidate – whether it's career advancement, personal discipline, education, travel, or a sense of purpose. By identifying what matters most, they can frame enlistment in a way that directly aligns with the recruit's goals.

■ **Highlighting Unique Benefits:** The Marine Corps offers much more than a paycheck. Recruiters emphasize the tangible and intangible benefits of service, including tuition assistance, leadership development, travel, lifelong camaraderie, and personal growth. Instead of listing perks, they help recruits see how the Marine Corps can shape their future.

■ **Overcoming Hesitations:** Many recruits have concerns, doubts, or family apprehensions about enlistment. Skilled recruiters anticipate these objections and address them with confidence, transparency, and real-life examples. Whether it's fear of boot camp, career uncertainty, or parental concerns, recruiters provide honest answers and reassurance while reinforcing why service is worth it.

■ **Illustrating Success Through Storytelling:** Facts and figures are helpful, but real stories bring the experience to life. Recruiters share compelling, firsthand accounts of transformation – from young recruits who found purpose, to Marines who used their training to launch successful careers. The Marine Corps also uses proof sources, with figures like Fred Smith (Founder of FedEx) and Bob Parsons (Founder of GoDaddy and PXG Golf) crediting their success to lessons learned in the Corps. These examples help recruits see enlistment as an investment in their future, not just a temporary commitment.

# STEP-BY-STEP BREAKDOWN

4

## Mentoring

Recruiting doesn't stop once a candidate expresses interest – mentorship is key to sustaining engagement and ensuring recruits are fully prepared for enlistment. The decision to become a Marine is life-changing, and recruiters serve as trusted guides, helping recruits navigate doubts, expectations, and the transition into service.

■ **Providing Continuous Support:** From the first conversation to boot camp, recruits and their families have questions, concerns, and moments of uncertainty. Skilled recruiters maintain regular contact, offering guidance, encouragement, and insight to help recruits stay committed and confident in their decision. The support doesn't end once they ship – recruiters write at least three letters to their enlistees while at boot camp, ensuring continued encouragement and support.

■ **Setting Clear Expectations:** Success in the Marine Corps starts with understanding what's ahead. Recruiters ensure that recruits know exactly what to expect – physically, mentally, and emotionally – so they arrive at boot camp prepared, not surprised. This includes everything from the realities of training to the structure of military life.

5

## Processing

Once a recruit is ready to move forward, processing ensures every requirement is met efficiently so they can officially enlist. This step is highly structured and detail-oriented, preventing administrative hurdles from delaying a recruit's transition into the Corps. In these situations, the recruiter serves as an "expeditor," working directly with the candidate to ensure they understand deadlines and assisting in managing delays, keeping the process on track, and ensuring a smooth transition into service.

6

## Follow-up

Recruiters maintain close contact with recruits through boot camp. This is essential to ensure recruits stay committed, prepared, and confident as they transition from civilian life to Marine training.

■ **Ensuring Full Readiness:** Recruiters help recruits get physically, mentally, and logistically prepared for boot camp. This includes finalizing paperwork, arranging travel, and addressing last-minute concerns that could interfere with their enlistment.

■ **Building Enthusiasm & Reinforcing Commitment:**

Recruiters maintain regular check-ins with recruits, ensuring they remain excited and focused until they officially begin service.



# WHY SYSTEMATIC RECRUITING WORKS

**This recruiting model is effective because it balances consistency, adaptability, and data-driven decision-making while ensuring every recruiter operates with clear goals and measurable outcomes.**



**IF YOU GO BACK TO WHAT WE LEARNED FROM XEROX, SYSTEMATIC SALES IS THE PIECE THE MARINE CORPS ADOPTED. [WHEN YOU] HAVE A LIST OF NAMES AND SYSTEMATICALLY PLAN OUT YOUR DAY OR WEEK... YOU'RE SUCCESSFUL, YOU CAN EXECUTE YOUR PLAN. EVERYTHING HAS A PLACE AND YOU'RE BEING DELIBERATE ABOUT YOUR ACTIONS.**

## Bill Gray

Colonel, USMC (Ret.), Former MCRC Assistant  
Chief of Staff for Operations and Former District  
Commanding Officer

### Consistency & Adaptability

Every recruiter follows the same structured process, ensuring standardization across the force. However, they retain the flexibility to tailor their approach to individual recruits – whether that means adjusting messaging, refining follow-up strategies, or addressing unique concerns.

### Proactive Recruiting

Instead of waiting for applications, recruiters actively build relationships over time, engaging with prospects before they're ready to enlist. This long-term strategy ensures a continuous flow of qualified candidates rather than relying on reactive hiring.

### Clear Goals & Measurable Success

Recruiters operate with well-defined performance metrics, making it easy to track progress, identify roadblocks, and refine strategies as needed. Establishing clear goals can quickly help leadership determine what's working, where recruiters need additional support, and which tactics to adjust.

### Data-Driven Refinements

Leadership continuously monitors recruiter effectiveness and removes barriers to success:

- When a digital system slowed performance, stakeholders investigated to see the causes of the slowdowns. They identified technology gaps (e.g., outdated laptops, poor broadband access) and addressed them.
- Recruiters are expected to track and follow up with leads systematically, ensuring no potential recruit is overlooked and that every interaction moves a prospect closer to enlistment.

**By implementing this clear, repeatable recruitment process with measurable targets, the Marine Corps maximizes efficiency and ensures a steady pipeline of high-quality candidates.**

# IDENTIFYING A COMPETITIVE ADVANTAGE

Marine 24/7: A Heroic Rescue on the Road  
U.S. Marine Corps photo by Lance Cpl. David Getz





# THE "INTANGIBLES" EXERCISE



Marines Prepare for Joint Viking at Norway Prepositioning Site  
U.S. Marine Corps photo by Cpl. Nicholas Martinez

**The Marine Corps recognized that talented recruits might have opportunities with higher salaries, more job flexibility, or other financial benefits compared to enlisting. It needed to emphasize what made enlistment uniquely valuable beyond material incentives.**

**This led to the development of the "intangibles" exercise, a recruitment strategy that focuses potential recruits on the deeper, intrinsic rewards of military service.**

## How It Works

When a Marine Corps recruiter sits down with a potential enlistee, they place a variety of plastic tags with words printed on them – called benefit tags – on a table. Each one represents a core benefit of Marine service: some are tangible, like a competitive salary or tuition assistance, while others are intangible, such as discipline, self-reliance, leadership, and a sense of belonging.

The recruit is asked to rank the tags in order of importance from 1-11. The recruiter then discusses the top three. This pushes the enlistee to make hard decisions about what is most important to them, prompting a deeper conversation about what they truly want for their future.

By physically engaging with these choices, recruits start to reflect on their personal motivations, seeing how the Marine Corps can provide not just a career, but a path to purpose, growth, and challenge.

## Why This Works

This exercise provides a unique approach to identifying, engaging, and aligning the right candidates with the Marine Corps mission. The linchpin for what makes it so effective is that the Marine Corps has a crystal-clear understanding of its value proposition – it knows exactly what it offers and communicates it with precision.

**By centering conversations on personal motivations rather than just external benefits, recruiters create a genuine, meaningful dialogue – moving beyond the impersonal nature of most interviews. This exercise also:**



### **Provides a Clear Way To Showcase the Value of the Marines**

Rather than focusing solely on benefits available elsewhere, recruits are encouraged to reflect on their long-term motivations and values. Even when a recruit selects a tangible benefit tag, it prompts the recruiter to explore why that benefit matters, connecting it to how service in the Marines aligns with their deeper aspirations. This approach highlights how the intangible benefits of the Marine Corps can increase the likelihood of achieving the desired outcomes tied to tangible benefits.



### **Facilitates More Meaningful Conversations**

Helps recruiters identify individuals who genuinely align with the Marine Corps' mission and ethos.



### **Screens Out Mismatched Candidates Early**

Quickly determines if a prospect's expectations do not align with what the Corps offers, reducing attrition and improving retention rates. When a potential enlistee selects tangible benefit tags only, a recruiter will often screen them out.

### **TACTICAL TAKEAWAY**

**INSTEAD OF COMPETING ON SALARY ALONE, IDENTIFY WHAT MAKES YOUR JOBS UNIQUELY MEANINGFUL AND FIND CREATIVE WAYS TO COMMUNICATE THAT.**

**This tactic is one way the Marines ensures those who enlist do so for the right reasons, fostering stronger commitment and long-term service.**

1. Purple Heart Ceremony, U.S. Marine Corps photo by Lance Cpl. Weston Brown

2. U.S. Marine Corps photo by Cpl. Eric Huynh

3. U.S. Marine Corps photo by Joseph Neigh

# MARINE CORPS BENEFITS

Below are the “Benefit Tags” Marine Corps recruiters use to help align the right candidates with the Marine Corps mission.

## INTANGIBLE BENEFITS

•

DISCIPLINE

•

Develop unwavering self-control, focus, and personal excellence.

•

SELF-RELIANCE

•

Strengthen your confidence to face any challenge, anytime.

•

PRIDE OF BELONGING

•

Join an elite force and never stand alone.

•

LEADERSHIP

•

Learn to inspire, guide, and take decisive action under pressure.

•

PERSONAL GROWTH

•

Push past your limits and unlock untapped potential.

•

CHALLENGE & PURPOSE

•

Serve something greater than yourself and make an impact.

## TANGIBLE BENEFITS

•

TUITION ASSISTANCE

•

Get 100% tuition coverage at accredited institutions, plus extra support for fees, books, and supplies.

•

TRAVEL ABROAD

•

Enjoy time off to see the world on overseas assignments.

•

REGULAR PAY RAISES

•

Enjoy consistent pay increases as you progress in your career.

•

LIFESTYLE PERKS

•

Enjoy exclusive discounts on dining, travel, entertainment, and retail, plus access to military-only recreational facilities and services worldwide.

•

PAID VACATION

•

Recharge and reset with 30 days of paid vacation every year.

•

PHYSICAL FITNESS

•

Stay in peak condition with access to top-tier fitness facilities and organized athletics.

# APPLYING THIS TO STATE & LOCAL GOVERNMENT

**Government leaders can replicate this exercise by identifying the key intangible and tangible benefits you can offer to attract and retain top talent. Consider what makes your organization unique while also clearly highlighting the tangible benefits that make government work attractive.**

**Examples of Intangible Benefits**

**Sense of Purpose and Civic Impact**  
Contribute to your community and society, knowing your work has lasting, meaningful effects.

**Service-Oriented Community**  
Experience the pride and camaraderie of working alongside like-minded individuals who share a commitment to public service.

**Leadership Development**  
Gain opportunities to inspire, guide, and take decisive action.

**Challenge and Resilience**  
Strengthen your resolve and confidence in overcoming challenges, no matter the obstacles.

**Examples of Tangible Benefits**

**Competitive Salary**  
Earn a stable income with regular pay increases, ensuring financial growth.

**Comprehensive Healthcare**  
Access health, dental, and vision coverage to support your well-being.

**Paid Time Off**  
Enjoy vacation, sick leave, and paid holidays for a balanced life.

**Retirement Security**  
Build long-term financial stability through pension plans and employer-matched contributions.

“

**WHAT ARE THE KEY DIFFERENCES YOUR SERVICE CAN PROVIDE THAT OTHERS CANNOT, THAT YOU CAN FOCUS ON? THOSE INTANGIBLES ARE THINGS YOU CAN'T BUY – WHICH MAKES THEM MOST IMPORTANT. AND THAT'S WHAT WE DRAW ON.**

**Chris Mayfield**

CWO-5, USMC (Ret.) Former USMC National  
Training Team Training Office

# TAKEAWAYS FOR PUBLIC SECTOR EMPLOYERS

**The Marine Corps recruitment success isn't accidental – it's the result of intentional, structured, and proactive strategies. Public sector agencies can apply these lessons to strengthen their hiring efforts and nurture a sustainable talent stream.**

## **Key Lessons for Government Hiring**

The Marine Corps has spent decades refining its recruitment process, aligning tactics with its unique resources, priorities, and values. Even if your organization can't directly replicate these methods, the core principles are adaptable. Local and state governments should similarly tailor their strategies to their specific needs and resources, drawing valuable lessons from the Marine Corps' approach.

“

**THIS IS A LESSON THAT NEEDS TO BE APPLIED TO STATE [AND LOCAL] GOVERNMENT: YOU RESOURCE WHAT'S IMPORTANT TO YOU. A LONG TIME AGO THE CORPS REALIZED THAT THE LIFEBLOOD OF THE MARINES IS TO HAVE THE HIGHEST QUALITY INDIVIDUALS... TO DO THAT, THEY PICK THE BEST AND BRIGHTEST TO GO ON RECRUITING DUTY.**

## **Bill Gray**

Colonel, USMC (Ret.), Former MCRC  
Assistant Chief of Staff for Operations and  
Former District Commanding Officer



# TAKEAWAYS FOR PUBLIC SECTOR EMPLOYERS

**Here are five critical lessons governments should consider if they are serious about recruiting top talent to meet their needs:**

1

## **Treat Recruitment as a Strategic, High-Level Priority**

Recruitment must be recognized as a core strategic function, not just an administrative task. In the Marine Corps, top-performing Marines are selected for recruiting duty, and their work is directly supported by senior leadership. Fostering a culture where recruitment is a strategic priority is critical for long-term sustainability.

When leadership champions the importance of talent acquisition – dedicating high-caliber employees to the effort, setting clear expectations, holding staff accountable, and removing barriers – hiring outcomes improve and agencies attract stronger candidates. Public sector agencies should follow suit by making it clear that hiring is a leadership-driven priority, not simply HR's responsibility. This means ensuring recruitment teams have the authority, resources, and visibility needed to be effective, ultimately building a more resilient workforce.

2

## **Recruiting Doesn't Happen Without Investment**

Most local governments do not have the resources to build a full-scale systemic recruitment function like the Marine Corps. However, all organizations serious about recruitment should consistently be thinking about what resources they can dedicate to recruitment, and how they can support that key function. Whether it's finding room in the budget for just one dedicated employee or reallocating existing resources, prioritizing recruitment is essential for success.

3

## **Recruiting Efforts Must Be Proactive, Not Reactive**

Posting a job description and waiting for applications isn't enough – agencies must take a proactive approach by cultivating talent pipelines, attending job fairs, leveraging digital outreach, and building partnerships with schools and organizations. Strong relationships with potential candidates should begin long before a job opening is posted, with agencies actively engaging top prospects, keeping them informed about future opportunities, and maintaining connections over time. Using tracking tools or a structured system ensures sustained engagement and a steady talent pool ready to step into critical roles when needed.

4

## **Design and Implement a Clear, Repeatable Process**

Successful recruitment is not ad-hoc – it requires structured workflows, ongoing training, and measurable performance metrics to ensure consistency and effectiveness. Agencies should establish training programs that equip recruiters with the necessary skills and reinforce best practices, creating a more reliable and professional hiring process.

5

## **Identify and Communicate Your Unique Value Proposition**

Relying solely on salary to attract talent isn't a sustainable strategy. Agencies should identify and emphasize their unique strengths, such as meaningful work, job stability, career growth, civic impact, or other key benefits. Showcasing employee success stories and workplace culture through storytelling can make recruitment efforts more compelling and help candidates see the long-term value of public service.

**By integrating these proven recruitment strategies, government agencies can enhance their hiring effectiveness, attract high-quality candidates, and ensure long-term workforce sustainability.**

**The Marine Corps' approach to recruitment has set the standard for how the public sector can attract and retain the right people. Its success comes from a clear understanding of its value, selecting the right recruiters, and following a structured, data-driven process.**

Local and state governments can apply these proven strategies to strengthen their own hiring efforts. By elevating recruitment as a strategic priority, investing in skilled recruiters, and building a proactive, systematic recruitment process, public sector organizations can build a stronger workforce.

Just as the Marine Corps does not wait for candidates to come to them, government agencies must take an active role in talent acquisition. Identifying and communicating the unique benefits of public service, developing long-term recruitment pipelines, and continuously improving hiring processes are essential steps toward ensuring a resilient, effective public workforce for the future.

“

**HAVING A  
STREAMLINED  
PROCESS THAT  
EVERYONE CAN  
FOLLOW – THAT'S  
NOT DIFFICULT TO  
UNDERSTAND – IS  
A GREAT PLACE  
TO START.**

**Adam Boyd**

Former USMC Regional Assistant Director  
of Training

# WORK FOR AMERICA

Work for America aims to make public service a more desirable and stable career path that uplifts families, communities, and our country.

Our strategy improves critical local services and restores trust in government by building a network of practitioners, developing recruitment and hiring solutions, and driving a national movement to mobilize Americans into government jobs.



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## CONTRIBUTORS

This case study is based on insights from an interview with William Gray and colleagues, as well as additional research conducted by the Work for America team.

### William C. (Bill) Gray

Bill Gray currently serves as the Managing Director for Talent Management at SteerBridge. He built a distinguished career as a Marine Corps officer in aviation logistics, serving in multiple leadership roles throughout his tenure.

Nearly a third of his career was spent in Marine Corps recruiting, where he served as the Assistant Chief of Staff for Operations at Marine Corps Recruiting Command, as well as commanding Marine Corps Recruiting Station Fort Worth, Texas, and the 6th Marine Corps District.

Bill's deep expertise in recruitment strategy has been invaluable to Work for America, helping shape this case study into a practical, results-driven guide for public sector hiring. Bill also made generous introductions to current and former colleagues, who also informed this case study and whose insights are quoted throughout.

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