

Chapter 2E – RECRUITING AND RETENTION OF MILITARY PERSONNEL: SPAIN

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2E.1 INTRODUCTION

Act 17/1999 develops the Spanish Armed Forces Personnel Legal System, encompassing all regulations of military personnel, integrating them into the same concept of professional military personnel and assimilating the existing regulations all the way through.

Bearing this idea of integration in mind, the concept of the military profession covers career military personnel, including cadres under a permanent basis, reserve officers (on a temporary basis), and troop (also on temporary terms), although soldiers and sailors may become permanent whenever there are vacancies (very limited so far), become eligible, and pass a selection process.

Duties and responsibilities are assigned under this Act as a function of the rank and training of service members which in turn entails professional opportunities and wage increase.

Another relevant issue addressed by this Act is the regulation of women serving in the armed forces. Previous laws paved the way for the access of women in the military, but Act 17/1999 helps equal opportunities principle come into force, getting rid of any existing discrimination.

A novelty worth noting in this law is the regulation of the participation of additional manpower in times of crisis or whenever national security is at risk. This ensures the participation of citizens in national defence whenever necessary. Accordingly, the role and serving time of temporary reservists (active duty members who drop out) are defined. Same for voluntary reservists, and also for compulsory reservists – appointed as such by the Government under Congress clearance whenever is required by national defence.

Finally, this Act has been modified by Act 32/2002 to allow non-nationals to serve in the armed forces as soldiers or sailors.

2E.1.1 Eligibility for Military Training

Access to military academies takes place through the appropriate official announcement followed by the corresponding selection procedures in which principles of equal opportunities, merit, ability and advertising have to be observed.

Eligibility will include being a Spanish national, not being stripped of civil rights, proving good civic behavior, not having criminal records, not being under investigation to be disqualified for public service,

not being conscientious objector and not having applied for conscientious objection. Applicants must be 18 years old and not exceed maximum age limits, which vary according the service, branch, etc. Applicants must also have got the academic qualification needed or be in the way to get it. Finally, there is a limit in the number of applications.

Non-nationals are only allowed to apply for certain temporary jobs for professional soldiers and sailors.

The selection procedure for candidates to soldiers and sailors takes place all the year long and it is split into a number of selection cycles – currently eleven. By cycle is meant the period of time when selection tests are applied and candidates are assigned a job. Then they join the training centers. An average cycle lasts around 40 days. There is some overlap between consecutive cycles, which let applicants take the exams almost any day of the year.

2E.1.2 Career Military Personnel

Career personnel belong to the various corps according to their roles. Within each corps, there are three categories of officers: higher commissioned, commissioned and non-commissioned officers. Beside Army, Navy and Air Force Corps there are four tri-service corps: Judicial, Controller, Health Service and Music Corps.

2E.1.3 Reserve Officers

As anywhere else, reserve officers serve under a temporary basis a limited number of terms. Reserve officers supplement officer staff, being ascribed to the different services and corps according to their manpower needs, vacancies not filled by career officers. Reserve officer service time consists of a first term of (a) three years for the General Corps, Marine Corps and Specialist Corps; (b) three to eight years for Air Force reserve officers with a civilian pilot license and eight years for those who get their pilot license in the Air Force; and (c) three to eight years for reserve officers of Supply Corps, Tri-Service Corps and Specialist Corps. All reserve officers may extend their service terms up to 12 years (maximum service time) or until they become 38 years old.

Reserve officers may become career officers if they pass selection and training phases. Eligible candidates must be academically qualified, not over 37 years old and have served at least four years.

2E.1.4 Professional Soldiers and Sailors, Career Model

Professional soldiers and sailors will be assigned to the branches or specialties needed by the Department in the three services, proposed by the Chiefs of Staff. Soldiers range among four ranks: private/seaman, corporal, first corporal and major corporal. Eligibility for the soldier training centers includes not being over 28 years old, except voluntary and temporary reservists who can be under 33 years old. There are two main initial service terms: 2 or 3 years, except for a number of specialties where it can be 1 or 1.5 years. Service terms may be renewed for periods of 2 or 3 years until completing 12 years or becoming 35 years old.

2E.1.4.1 NCOs

Soldiers having served at least three years can apply for NCO positions. Candidates who are selected will join the corresponding training center. All NCO entries will be filled by eligible soldiers or sailors who apply and pass selection. Candidates must be secondary education graduated and not being over 33 years old.

2E.1.4.2 Permanent Troop

Soldiers and sailors may apply for permanent soldier positions. They may become eligible once they have served 8 years and have at least the general education certificate. Candidates may apply up to three times.

2E.1.4.3 New Career Model

The non-permanent nature of the service, among other premises, has resulted in a very high turnover rate in the case of soldiers and sailors. Numbers are not met a long time since. Hence, a new act has come into effect, Act 8/2006 aimed at consolidating full professionalization. The law extends soldier service time and enhance their labor opportunities at the exit. This will presumably make serving in the Armed Forces more appealing to young people.

This model gives soldiers and sailors the possibility to enhance their careers, starting with an initial term renewable up to 6 years and then being given the choice of a long service term until they are 45 years old. They will also be able to apply for permanent soldier positions all the way through. At 45 and having completed at least 18 years of service they become reservists and leave with the right to a pension.

In certain cases, this Act also acknowledges the soldier who leaves before that age or service time the right to a bonus – its amount depending on his/her service time.

Soldiers who stay only 6 years (a first term) will be acknowledged their stay as a merit if they apply for public employment. They will get also the right to vocational training and labor opportunities.

2E.1.5 Non-Nationals

According to Royal Decree 1244/2002, young people from Latin America and Equatorial Guinea have the right to apply for soldier jobs, until a quota of 2 percent of the total force is attained. Later, under the Royal Decree 2266/2004, the Ministry of Defence widened this quota to 7%.

In order to be eligible for professional soldiers and sailors jobs, candidates must then be national of Latin American or Equatorial Guinean nations, be resident in Spain, be 18 years old, prove good civic behavior, not having criminal records whether in Spain or in their countries, not being deprived of civil rights nor being under investigation to be disqualified for public service, and being psycho-physically fit.

Non-national candidates can only being allocated those specialties and assignments determined by the Ministry of Defence, according to the MOD national and international needs. Particularly, non-nationals may apply for occupations in Light Infantry, Engineers, Field Artillery, Marines and Air Force – Security and Defence occupations.

Under Provision 217/2004, military occupations for non-national candidates are extended to cover all Army, four sailor occupations in the Navy and three additional Air Force occupations.

Finally, a provision has been implemented to enable non-nationals serving in the Armed Forces to get the Spanish nationality. This in turn will entitle them with all the rights of national soldiers and sailors – e.g., the advantages granted by Act 8/2006.

2E.1.6 Reservists

The term applies to nationals willing to serve in the armed forces on a temporary basis and apply, being selected for an occupation. There are three ranks for reservists: second lieutenant, sergeant and soldier. Reservists who have served in the armed forces in advance will keep their rank.

Once selected, candidates will undergo a basic military training – they will be provided with a study material, followed by 15 days of training in a boot camp. Then, they will get a specialized training in the unit assigned unless they are given a vacancy of his/her civilian specialty. After completing their training, candidates will be appointed as voluntary reservists. They may sign an initial contract of 2 or 3 years until they complete 15 years and are below 58 or 61 years old – respectively troops and officers.

At the time of signing their contract reservists may choose the length of their yearly activation as reservists, not shorter than a month, and declare their willingness to participate in international deployments.

2E.2 RIGHTS OF PROFESSIONAL MILITARY PERSONNEL

2E.2.1 Introduction

It seems necessary to state in this section the rights of military personnel, not to take them as recruiting actions. Those rights are the following:

2E.2.2 Pay

Armed forces wage system and service compensation follow the lines of civil servant regulations. Additional benefits include the allowance for uniform and for participating in peace keeping/enforcing deployments, humanitarian missions, navigation abroad, family benefits – i.e., education grants, subsidized hotels and holiday apartments, summer camps, medical services, etc.

2E.2.3 Leaves

Act 17/1999 regulates leaves for military personnel. In order to cover new military situations and adaptations, a new draft has been issued which includes the following leaves:

2E.2.4 Extended Leave of Absence

2E.2.4.1 Maternity Extended Leave

Up to 3 years.

2E.2.4.2 Extended Leave for Family Care

Up to one year.

2E.2.5 Social Protection

Service members have a social protection, including medical care, under special social security regulations – ISFAS.

2E.2.6 Regime of Pensions

Personnel under a permanent service relationship are entitled to a pension. People under temporary relationship (professional soldiers/sailors or reserve officers) are entitled to pension only when they become handicapped or disabled permanently or in case of death (their families will get a pension).

2E.2.7 Military Medical Care

Independently from the health care provided by ISFAS, service members have the right to health care in case of on-duty accident and labor disease.

2E.2.8 Unemployment Benefits

Serving on a temporary basis, reserve officers and professional soldiers have the right to an unemployment protection under the laws in force.

2E.2.9 Family Care

During pregnancy, servicewomen may be allocated, under medical orders, an assignment in accordance with her condition and circumstances. After giving birth, they are entitled to a maternity leave under the laws in force.

2E.2.10 Support for Labor Reinstatement

On demand, PS&S will be granted education diplomas or given access to vocational training. This may increase their opportunities to find a new job when they leave the armed forces.

2E.2.11 Academic Qualifications and Validations

PS&S will also be provided with diplomas or certificates of specific training or experience they have gained during their service time – these diplomas are acknowledged by the Education authorities.

2E.2.12 Complaints

Complaints may be made concerning personnel regulations and living conditions in ships, bases or barracks. These complaints must be put forward through the appropriate channels.

2E.2.13 End and Discharge of Contract

Normally the discharge of contract takes place at the end of a term. A discharge may also happen under the following circumstances: 1) when the PS&S request it owing to extraordinary circumstances; or 2) after having completed his/her first term and three years of service as a minimum – the discharge must be requested at least one month in advance.

2E.2.14 Ombudsman

Under Act 3/1981, PS&S may directly ask for Ombudsman protection.

2E.2.15 Merit for Serving and Reservation of Vacancy

Having served as PS&S will become a merit when applying for civil servant jobs and the Civil Guard within the field of activity related to their military job.

2E.3 RECRUITING PROBLEMS

2E.3.1 General Problems

As most Western countries, Spain is experiencing many problems at the time of recruiting candidates to fill Armed Forces jobs.

2E.3.1.1 Public Image of the Armed Forces

- The results of surveys by the Institute of Sociological Research in 2005 indicated that the percentage of Spaniards feeling excited about national symbols, particularly in the event of military events, keep declining – 59 percent feel excited in front of the flag and the national anthem and 51 percent feel excited on the occasion of military events. Nevertheless, the Armed Forces image improves thanks to their professionalism, the participation in peace keeping missions, the integration of women and the abolition of conscription.
- The perceived Armed Forces preparation for defending the nation from foreign attacks increased throughout the professionalization process, but this tendency reversed in 2002 before the Perejil¹ incident as adverse news spread about soldier recruiting. The positive outcome of this conflict along with the participation in Afghanistan, Iraq, Haiti and Southeast Asia among other operations gave rise to an improvement of that image in 2005.
- Six out of ten Spaniards believe that the military are qualified to accomplish their job effectively. After the aforementioned decline, public opinion kept improving in that sense.
- Honesty, the highest rated military value in the 1990s, gives way to technical preparation; courage rating also improves.
- 52.5 percent think that the Armed Forces performance raises Spain's international reputation versus 11.8 percent who think no contribution takes place.

2E.3.1.2 Lack of National Defence Consciousness

Recently, under the Spanish Institute for Strategic Studies direction the Army Statistics Unit developed the System of Indicators of Defence Conscience. Although the national defence conscience has been increasing slightly over the last few years, it is still low among young people, particularly among university students. The April 2005 survey by the Institute of Sociological Research yielded the following results:

- Perceived threat increased after 9/11 terrorist attacks in New York and the Afghanistan War. The Perejil incident, the Iraq War and the 3/11 terrorist attacks in Madrid made this perception rise – 31 percent of the population think so now.
- Nevertheless, 54 percent believe that no military threat exists from any country.

¹ Perejil is a tiny Spanish island next to the Moroccan coast which was invaded by Morocco. Spain expelled the invaders.

- From 1999, just before the air raids against Serbia because of the Kosovo conflict, perceived security has been decreasing among the Spanish population. Nowadays, only 12.5 percent think that Spain could be affected by any possible conflicts.
- Between 1997 and 2000 public interest in Defence issues declined only to rise since then until 2005.
- 39 percent of middle/upper social class talks frequently about military issues. This figure rises to 45 percent in the case of employers, high officials, top managers and self-employed.
- 56 percent of males and 40 percent of females would be willing to voluntarily defend their country against a military attack.
- Only 23 percent would sacrifice their lives for the motherland -5 percentage points less than 1997.

2E.3.1.3 Decreasing Birth-Rate

Birth-rate has been dramatically dropping in Spain from the 1980s, reaching its lowest peak in 1998 – with only 361,930 births. Ever since, there has been a slight recovery. This means that the pool of 18 year olds (the minimum age to apply for Defence jobs) will keep shrinking 10 more years – until 2016.

2E.3.1.4 Increasing Competition for the Labor Market

Owing to the increasing competition in the labor market, Defence job offer becomes less attractive.

2E.3.2 Career Personnel

2E.3.2.1 Services' Higher Officers

As any other organization, armed services have a permanent need to fill career personnel positions to counter natural and voluntary turnover. There had never been problems to fill yearly all career officer jobs. But recently, problems with filling these vacancies have arisen for a number of reasons including ignorance about military careers, emergence of new appealing university degrees, young people reluctance to move away from their home towns, dislike for adventure, travelling abroad or risk activities, along with the low birth-rate, lack of defence conscience. This has made application ratio (number of applicants per vacancy) dramatically decrease over the last few years: 10.69 in 2000, 6.95 in 2001, 6.29 in 2002, 5.17 in 2003, 4.53 in 2004, 4.42 in 2005 and 3.76 in 2006.

The Air Force continues to be the most popular among candidates, followed by the Army, the Civil Guard and the Navy and Marine Corps.

2E.3.2.2 Tri-Service Corps and Reserve Officers

Selection results from 2000 to 2005 let us draw the following conclusions concerning the Medical Corps:

- The Doctors Branch application ratio dropped from 8.27 in 2000 to 5.82 in 2001, 2.63 in 2002, 1.38 in 2003, 0.5 in 2004 and 0.33 in 2005.
- The Odontologists Branch declined from a ratio of 10 in 2000 to 2.5 in 2005, with fluctuations in between.
- The Doctors Reserve Branch ratio plunged from 4.4 in 2000 to 0.03 in 2005.
- Finally, the Nurses Reserve Branch ratio shrank from 6.1 in 2003 to 1.5 in 2005.

- To sum up, the current system is unable to satisfy the organization needs for personnel in the Medical Corps – critically in the Doctors Branch.

2E.3.3 Professional Soldiers and Sailors

Despite the number of candidates signing a contract, the total number of soldiers has declined year by year, which implies the existence of problems in retention. By 2001 the total PS&S force was 74,484, dropping to 71,955, 71,083 and 70,632 in 2004. A recovery began in 2004 – by December 31 2005 there were 73,641 soldiers and sailors.

2E.3.4 Non-National Candidates

Recruitment of non-national candidates has increased over time, along with a similar increase in the number of applicants in absolute figures: 1,221 candidates applied in 2002 for 300 vacancies; 2,350 non-nationals applied in 2003 for 1,696 jobs; there were 1,131 applicants in 2004 for 560 vacancies – only 368 vacancies were assigned. Finally in 2005 there was a record in applications with 5,786 non-national applicants. By June 1 2006, 2,188 non-nationals serve in the armed forces.

Countries most represented are Equator (454 soldiers) and Colombia (378 soldiers). No soldiers serve from Costa Rica, Cuba, Honduras and México and only a handful from Argentina (12), Chile (3), El Salvador (6), Guatemala (1), Nicaragua (1), Panamá (2), Paraguay (1) and Uruguay (5).

2E.3.5 Voluntary Reservists

Recruitment of voluntary reservists began December 2003 when the MOD announced 340 vacancies for commissioned officers (100), NCO (75) and troop (165). It was a great success, with 1,817 candidates applying (1,426 males and 391 females); 296 vacancies were assigned to males and 44 to females. In 2004, 3,821 vacancies were announced: 641 for officers, 764 for NCOs and 2,416 for troops. There were 3,723 applications; 1,321 vacancies were assigned to males and 428 to females. In 2005 8,245 vacancies were announced: 1,838 for officers, 1,899 for NCOs and 4,508 for troops. There were 9,877 applications; 3,185 vacancies were assigned to males and 1,027 to females.

Summing up, the demand has been increasing as people are becoming more and more acquainted with voluntary reserve to which people aged 18 to 58 may apply.

2E.4 RECRUITMENT STRATEGIES

2E.4.1 Strategies for Increasing the Number of Applicants

2E.4.1.1 Advertising Campaigns

Targets have widened to include not only prospective applicants, but also their environments – family, prescriptors, friends, workmates, etc. These were supposed to support applications.

2E.4.1.2 Prescriptors Plan

A prescriptor is a person who advises young people about their future careers. The MoD developed a prescriptor plan that was implemented in 17 Spanish provinces. The plan is specially aimed at school counsellors who are

reported about the Armed Forces jobs, so that they let recruiters visit their schools in order to inform students about the Armed Forces jobs. This action has been very successful so far – 70 percent of counsellors have reacted positively.

2E.4.1.3 Allies Plan

By ally we mean any person or institution that helps spread Armed Forces job supply. Major allies are the Civil Guard, employment agencies, women associations and immigrant associations. The outcome has proved very promising.

2E.4.1.4 Computerized Recruiting Management System (SICAP)

A computerized recruiting management system was implemented in 2003 which connects in real time the MoD Directorate of Recruitment with the recruitment directorates of the Services and with provincial recruitment centers. This system manages every recruitment practice across the nation, building applicant databases which will help further live marketing activities. This experience seems also to be very promising.

2E.4.1.5 Recruiting Web Page Embedded in Defence Intranet

Through this web page, professional soldiers and sailors can help in recruiting and spread recruiting information activities. All recruiting activities and selection outcomes are displayed on the web page.

2E.4.1.6 Promotion of Soldados.com Web Page

This web page is aimed at providing the public with high quality information through links to the Services and Civil Guard web pages. In April 2006, there were 192,245 visits, with a monthly average of 195,699. That month 1,756,360 web pages were browsed, and there were 292,612 searches of vacancies, 270,000 downloads and 3,081 consults. Subscriptions to Soldados.com newsletter reached 29,587. According to 2005 results, 13 percent of applications are managed through Soldados.com – 48 percent of them entered the training center. Internet becomes then a powerful recruiting tool.

2E.4.1.7 Hotline

A 902 line has been implemented so that potential applicants can be informed and apply later. According to 2005 data, there are 5,000 monthly calls as average. It appears to be a very effective strategy.

2E.4.1.8 Specific Recruiting Plans

Some recruiting plans have been developed concerning career officers, university students, professional soldiers and sailors, non-nationals and reservists. Each target needs a different plan. All plans include advertising campaigns, interactive marketing, internet, fairs and events, lectures in schools, colleges, etc.

2E.4.1.9 Enlistment Bonus

PS&S students will earn 542.47 € at the time of signing their first contract. No outcome evaluation has been done yet.

2E.4.1.10 Coming into Effect of the New Soldiers and Sailors Act

From December 2005 to March 2006 information about the coming into effect of this Act was spread, which improved recruiting. This has led to a relevant increase in the number of applications thanks to the lengthening of the service time and the creation of the reservist of special availability who will earn a salary compatible with his/her main activity along their labor life.

2E.4.2 Strategies for Lowering the Drop-Out during the Selection Process

2E.4.2.1 Change of Application Requirements

A significant number of applicants who are assigned a vacancy drop out whether before or after entering the training center for a number of reasons, and wait until the next selection cycle to get a better vacancy. In order to tackle this problem, a provision has been issued that penalizes candidates who reject entering the training center once they have been assigned a vacancy or those who drop out from training without a justified reason. Under this law, these candidates cannot apply again within the next five selection cycles. This measure has proved very positive.

2E.4.3 Strategies for Lowering the Number of Candidates who Pass, but Have No Vacancy

2E.4.3.1 Candidate Retaking

Another strategy for increasing the number of candidates who are assigned a vacancy is to recode some of the vacancies that are not requested by applicants and increase accordingly the number of vacancies in specialties where the number of applicants exceeds by far the number of vacancies. This can only be done within the same Service. The outcome has proved particularly satisfactory in the Army, where a significant number of applicants have been retaken.

2E.4.4 Strategies for Lowering the Number of Candidates who are Assigned a Vacancy, but Do Not Show Up at the Training Center

2E.4.4.1 Welcoming Program

A number of guidelines have been drafted in order to reduce the number of candidates who have been allocated an assignment and are supposed to join the training center, but do not show up in the end. Actions include sending personal letters to every candidate, welcoming him/her to the Armed Forces; letters also contain information about the training center. A follow-up of every student was also intended. This strategy failed because of the lack of cooperation by training centers.

2E.4.5 Strategies for Reducing Attrition in Training Centers

2E.4.5.1 Education Level Requirement

A significant amount of early turnover in training centers is caused by a lack of candidate education qualification. A minimum education requirement was established, schooling certificate. This measure is considered positive.

2E.4.5.2 Intelligence Quotient Requirement

In order to screen off applicants with low intelligence, the former IQ 70 cut-off score was raised to 80. This scale has a mean of 100 and standard deviation of 16.

2E.5 RETENTION STRATEGIES

2E.5.1 Compensation as Student and Enlistment Bonus

During the 2-month training stage, students will earn 60% of group D monthly pay (338.64 €), but no extra month's salary (twice a year). Once they have finished this training and signed the first contract, they will get their due salary (13,470.64€, taxes not included, a year) plus a 564.39€ enlistment bonus.

2E.5.2 Benefits for Service Time

There will be an extra compensation consisting of:

- Three extra monthly salary will be given all at a time in some Units once they have completed 3, 5 and 7 years of service time and have been posted at least 12 or 18 following months in the same assignment (respectively those having served 3 and 5 years).
- This compensation is provided in addition to the regular extra compensation (also all at a time) at 4 and 6 years of service time.

2E.5.3 Family Benefits, Rewarding Pensions

Service members will get those benefits that they have the right to.

2E.5.4 Monthly Housing Benefit

Service members entitled to get this benefit are those posted to: Gran Canaria, Tenerife, other Canary Islands, Arán Valley, Majorca, other Balearic Islands, Ceuta and Melilla. The amount varies according to the posting.

2E.5.5 Quality of Life Plan

The Ministry of Defence will provide facilities within barracks for cultural, social, sport and leisure activities. In units with less than 150 soldiers there will be at least a cafeteria, a library and a soldier information office. Units with more than 600 soldiers will be provided with a soldiers' mess and a socio-cultural center. The former will house a cafeteria, a game room, a gym and a video room; the latter will harbour a library, a computer room, a language laboratory and a multi-purpose room.

2E.5.6 Personnel Support Offices

These offices will keep PS&S informed about practices, provisions and news concerning their businesses. PS&S have warmly welcomed this strategy.

2E.5.7 PS&S Motivation Plan

In order to meet PS&S needs, a plan for improving their living conditions has been established in five areas: Living conditions, work conditions, career development, integration and labor reinstatement. The programs to be implemented include the following:

2E.5.7.1 Improving Lodging Conditions

Especially on board Navy ships and in training centers.

2E.5.7.2 Feeding Program

This program aims both at improving food quality and dining facilities.

2E.5.7.3 Schedule for Rationalization of Serving Time

This program will be implemented specially in the Navy in order to compensate sailors for their long working ours. Compensation may be financial or promotional in nature.

2E.5.7.4 Schedule for Service Outsourcing

Outsourcing aims at freeing soldiers from a number of duties which are not their business.

2E.5.7.5 Career Schedule

This may help soldiers decide the number of terms suitable for them according to their expectations, abilities and opportunities.

2E.5.8 Promotion and Job Opportunities

2E.5.8.1 Permanent Troop

Serving in the Armed Forces till they get the reserve (at 58).

2E.5.8.2 Promotion to NCO

80% of vacancies are kept for PS&S over 3 years of service time.

2E.5.8.3 Promotion to Officer

They can apply once they are NCO. They spend 2 years of training.

2E.5.8.4 Application to Local and Autonomic Police

The MOD will foster agreements to get some vacancies for PS&S who have served over 5 years.

2E.5.8.5 Application to the Civil Guard

50% of vacancies are offered to PS&S who have served over 5 years.

2E.5.8.6 National Police

At least 10% of vacancies for the Basic Scale are reserved for PS&S serving over 5 years.

2E.5.8.7 Vocational Training

Focussed on areas with more demand in the labor market, the MOD collaborates with the employment agencies of Autonomous Communities and other public and private organizations.

2E.5.8.8 Diplomas of Military Technician

There are 47 diplomas of military technician validated by the Education Ministry.

2E.5.8.9 Application to MOD Civil Service Jobs

At least 50% of the MOD offer for civil servant jobs will be kept for PS&S who have served for a minimum 5 years.

2E.5.9 House Renting Allowance

Reserve officers and professional soldiers and sailors who have served over five years may earn a monthly house renting compensation. Although the impact of this measure is positive (e.g., on retention) it could be stronger if the time required to get it were reduced to three years of service.

2E.5.10 Allowance for Buying a House

Every service member may apply for a compensation to buy a house. This compensation consists of a fixed amount delivered by the Armed Forces Social Institute (INVIFAS).

2E.5.11 Coming into Effect of the New Soldiers and Sailors Act

From December 2005 to March 2006 information about the coming into effect of this Act was spread, which improved retention. A lot of soldiers who harboured intentions to leave changed their minds and decided to stay until they get the rights granted by the new Act or become permanent troop.

