USAWC STRATEGY RESEARCH PROJECT

THE IMPORTANCE OF MAINTAINING AN ALL-VOLUNTEER ARMY DURING AN EXTENDED WAR

by

Colonel Robert L. Manning
United States Army

Professor Glenn Cunningham
Project Adviser

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U.S. Army War College
CARLISLE BARRACKS, PENNSYLVANIA 17013

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ABSTRACT

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In its history, the United States has never had to fight an extended war with an all-volunteer force. However, this is the situation that the United States is in today and will likely be in for the next several years. The ability to sustain an all-volunteer force will not come without its challenges. There is a new generation of youth that has its own identity and thoughts on military service. Not unlike past generations, they are still influenced in their decision making process by key people such as parents, teachers, employers and clergy. How does the war play in the minds of the youth and those who influence them? How effective is the new "Army of One" advertising campaign? Is the campaign focused on the current generation of youth? The economy is expected to go through changes during the war years. How adaptive is Army recruiting to economic swings and how will it ensure a consistent level of recruiting success? The all-volunteer force is definitely on the minds of the nation's political leaders and there is even talk of reinstituting the draft as a means to ensure that personnel requirements can be met as missions continue to expand across the globe. What will it take to ensure that a draft isn't brought back? The military is transforming and the Services' respective recruiting commands will be expected to recruit for war and transform their organizations in order to remain relevant. What are the prospects for a joint "purple" recruiting command? The intent of this project will be to answer these questions and show the importance of sustaining the all-volunteer force.

TABLE OF CONTENTS

ABSTRACT....iii
LIST OF ILLUSTRATIONS....vii
THE IMPORTANCE OF MAINTAINING AN ALL-VOLUNTEER ARMY DURING AN EXTENDED WAR....1
PURPOSE....1
BACKGROUND AND HISTORY....2
SOCIETY AND RECRUITING....3
SOCIETY'S INFLUENCERS....4
THE MILLENNIAL GENERATION – RECRUITING 20 SOMETHING'S....5
TODAY'S SOLDIERS--HOW ARE THEY PERFORMING?....6
WHAT IS EXPECTED OF THE RECRUITER?....7
THE ECONOMY'S IMPACT ON THE RECRUITING MISSION....8
POLITICAL CONSIDERATIONS....9
ADVERTISING AND OTHER INFORMATIONAL TECHNOLOGIES....10
TRANSFORMATION--WHAT WILL THE FUTURE OF RECRUITING LOOK LIKE?....11
CONSOLIDATION--IS IT THE ANSWER?....12
CONTRACTING....12
ANALYSIS....13
CONCLUSION....14
ENDNOTES....17
BIBLIOGRAPHY....21

LIST OF ILLUSTRATIONS

FIGURE 1 5
FIGURE 2 7

THE IMPORTANCE OF MAINTAINING AN ALL-VOLUNTEER ARMY DURING AN EXTENDED WAR

Any citizen of the United States could likely tell you that our country is at war against terrorism and according to our senior civilian leadership, we are almost certain to be at this war for years to come. The United States Army's 2004 Posture Statement clearly lays out the importance of the recruiting mission and its impact on the Army's ability to successfully conduct an extended war on terrorism. In the statement, the Army acknowledges that we do not know yet the effect the high operational pace of recent months will have on our recruiting and retention in future years. The statement also cautions that we must carefully monitor recruiting and retention trends and adequately resource our successful recruiting and retention initiatives. Moreover, the statement articulates the values of our Soldiers as warriors whose actions have strategic impact. The statement further prescribes the type of Soldiers we are looking to recruit. And finally, because we are at war and will be for the foreseeable future, the statement suggests that we must recruit Soldiers who have the warrior ethos already ingrained in their character, who seek to serve our nation, and who will have the endurance and commitment to stay the course of the conflict. We must recruit and retain Soldiers who are confident, adaptive and competent to handle the full complexity of 21st century warfare.1

PURPOSE

The intent of this paper is to express the importance in meeting the challenges in maintaining an all-volunteer Army, especially during a period of an extended war. It is a major challenge even under the best of circumstances in which there is a favorable economy, advertising and marketing are reaching targeted markets, public support is positive, and the nation is not at war. Is there reason for concern that recruiters will not be able to meet their missions and as a result not fill critical requirements in the Army's combat and noncombat formations? More importantly, will recruiters be able to meet their missions after several years of war and all the consequences that come with war? What is society's perspective of the military at war, especially the Army versus the other services? Are there alternatives that are equally if not better than our current all-volunteer program? This paper will address these questions and others in making the argument for the strategic importance of maintaining an all-volunteer Army while the United States attempts to wage a long, but successful global war on terrorism utilizing the Army as the primary means to achieve this end.

BACKGROUND AND HISTORY

The United States has never had to rely totally on an all-volunteer force to fight an extended war.[2] Throughout US history wars were fought primarily by volunteers, but the ranks were eventually rounded out by conscripts or draftees. Conscripted service was formally introduced during the US Civil War and almost immediately met with controversy and riots due to perceived inequities in how conscripts were being selected. Many felt with good reason that most of those drafted were from lower social and economic families. Another general perception and reality was that privileged people were able to buy their way out of conscripted service through a legally recognized practice of substitution. Substitution was when one man, for an agreed amount of money, would perform the military duties of another man who was drafted. President Abraham Lincoln had a man substitute for him since there were no provisions at that time to exempt the President of the United States from service even though he was by the Constitution, the Commander in Chief of the armed forces.[3] Controversy surrounding the draft remains to the present day. Just as riots broke out during the Civil War, the same was true during America's involvement in Vietnam. Riots and protests set the stage for major social changes across the country.[4]

The all-volunteer force came into being on June 30, 1973, and since that time has been a mainstay of the entire armed forces.[5] During the period from 1973 to the present, the Army faced numerous operational challenges with deployments to Grenada, Panama, the Persian Gulf, Somalia, Haiti, and the Balkans as well as many other overseas deployments. While each of these important operations had its share of dangers associated with them, they were each relatively short in duration compared to the protracted war currently facing the United States. Because of the short durations of these operations, personnel manning levels, with the help of key policies and initiatives such as stop move/stop loss, PERSTEMPO, and Global Military Force Policy (GMFP) were sufficient to adequately man the force.[6]

So where does that leave us today? Life for the military and for that matter the United States and the world has changed significantly since the tragic events of 9/11. The United States is indeed a nation at war. Past periods in which the US found itself engaged in extended wars suggest that the draft is a conceivable option to meet wartime manpower requirements, but senior leaders oppose any form of a draft. Accordingly, recruitment of an all-volunteer Army remains the only viable method for meeting manpower requirements.

SOCIETY AND RECRUITING

Recruitment to the Armed Forces is constrained by the broader social environment in which young people grow up. Societal issues are important to recruiters because it is society that provides the Army its future Soldiers. There are many influencers in the lives of young people. Some common influencers of today's youth include parents, peers, teachers, coaches, employers, clergy, and the media. The current generation of youth typically has access to round the clock cable news channels, the internet, and cellular technology. We see, hear and read about the global war on terrorism everyday. How does this deluge of information on the war impact the young men and women who may be considering service in the military?

The country's preeminent military sociologist, Northwestern University Professor, Dr. Charlie Moskos has said, "no problem is more serious in our armed forces than recruitment shortfalls."[7] In the spring of 2000, Dr. Moskos conducted a survey of 430 Northwestern University undergraduates on their attitudes towards military service and the results showed little enthusiasm for joining up. The results of this survey are not altogether surprising since the propensity to join the military has been dropping for many years. It should be noted however, that after the survey was conducted Dr. Moskos presented a short lecture on his positive personal and professional relationship to the Army to the same student population. Their attitudes towards military service after the lecture changed dramatically in a positive direction.[8]

In a recent Youth Attitude Tracking Study (YATS), some of the findings indicated that 30 percent of young men ages 16-21 during the latter days of the cold war would "definitely" or "probably" join the military. The propensity of young men in the same category in the early post cold war era was 26 percent. A similar trend exists with females and especially African American males where the propensity dropped during the same periods from 50 to 32 percent and dropped farther to 26 percent since the start of Operation Iraqi Freedom. This trend continued to decline throughout the decade of the 90's, but a soft rise occurred immediately after September 11, 2001 and continued to rise for a year. Since hitting a peak in October 2002, the trend in propensity to join the military has gradually declined.[9]

This is not to say that the youth of America is giving up on the military and those who do serve. Just the opposite is more likely the case. Among young Americans, there is high acceptance for those who enlist by those who don't. Young Americans have high rates of and propensity for volunteerism.[10] In a recent survey of American teens in ages 13-19, 40 percent favored a two year national service commitment that would allow a choice between military or community service.[11] In recent Gallup, Harris and Fox News/Opinions Dynamics Polls, the US military during the period of the all-volunteer Army overwhelmingly outdistanced all other

respected institutions to include, Congress, The White House, the Supreme Court, the media, and public education.[12] Some surveys even indicate that young Americans expect the war on terrorism to produce requirements of mandatory national service.[13]

SOCIETY'S INFLUENCERS

Young men and women in America are influenced most by their parents. They care very much about what their peers have to say in regards to dress and social norms, but when making significant life decisions, 78 percent turn to their parents first. Since parents play such a key role in the youth decision making process, it is important to see how parents perceive the military and the role of their children who one day may serve as the means in which to secure victory on the war on terrorism.

In today's society only 11 percent of adults recommend military service to youths in their lives. This percentage is rather low compared to generations past. Because of the dying of WWII veterans, population growth, and a shrinking armed force, the percentage of Americans who possessed previous military experience hit a post-World War II low in 2001. About one in 125 Americans were in uniform that year.[14] An interesting dynamic is occurring between youth and their parents. Youth see the military more as a career option than do their parents mainly because their parents either never served or many viewed the military negatively given the turbulent period of the Vietnam War and the major antiwar and draft protests of that era. There are signs of growing stress among young Americans as the war in Iraq continues without prospects for a near term end.[15] The war is definitely weighing heavily with youth and recruiting is feeling the effects of this.

There is cause for optimism since youth have more confidence in military leaders than their parents do as illustrated in the graph at Figure 1[16]. Just as a dynamic exists between today's youth and their parents, one also exists between recruiters and parents. In other words, a young person is ready to join the Army, but the most influential people in their life, their parents, probably have legitimate concerns about the decision. This task of persuading parents is the primary challenge today for recruiters. Recruiters must be able to connect with parents in order to recruit for an Army at war.

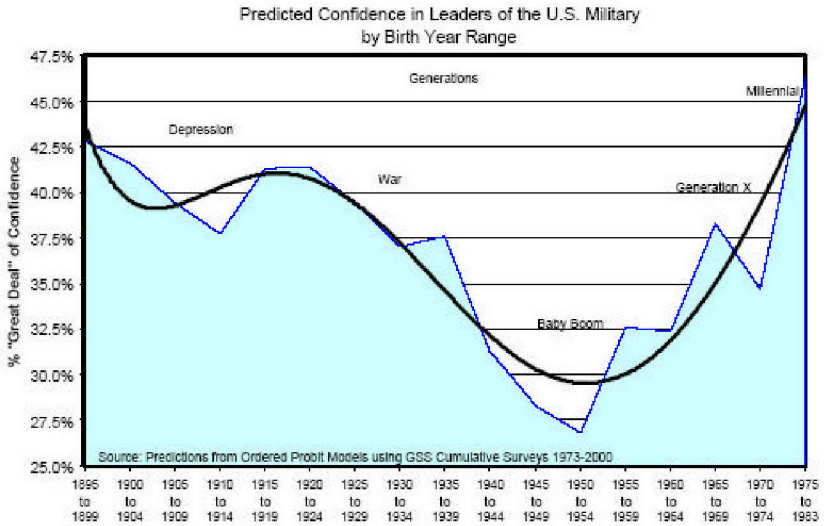

FIGURE 1

THE MILLENNIAL GENERATION – RECRUITING 20 SOMETHING'S

Who are the youth that recruiters are trying to enlist for the Army? Recruiters refer to them as Millennials, a term first used in 1991 to distinguish them from their predecessors, the Gen Xer's. The Millennial Generation is the generation born from the early 1980s to 2003. Other generations by comparison are the GI Generation (born 1901-1924) a generation of positive youth trends. They were typified by surviving the Great Depression and World War II. The Silent Generation (born 1925-1942) was a generation of steady youth trends. They were activists and pro UN. They are the parents of the divorce generation. The Baby Boom generation (born 1943-1960) was a generation of negative youth trends. They were of the anti-draft and Vietnam era. They had negative family trends leading to the highest divorce rates of all the generations. Generation X (born 1961-1981) a generation of steady youth trends, known for questioning authority and being of divorced parents.[17]

The earliest born millennials are already college graduates and in the workforce. Others are in colleges and high schools or moving through or about to enter the teen years. It is estimated that there are roughly 75 million millennials. There are more of them than any generation except the baby boomers. Millennial's outnumber Generation Xer's by almost 25 million.[18] They have a different perspective on the world than other generations.

Millennials see the Kennedy tragedy as the plane crash, not an assassination. Someone named George Bush has been on every national political ticket but one since they were born.

There have always been ATM machines and round the clock coverage of news and public affairs on cable. Based on a survey of high school seniors in the class of 2001, here are some events that helped shape their lives: The death of Curt Cobain; Desert Shield/Desert Storm; Colombine Shootings; Oklahoma City Bombing; Clinton Impeachment; OJ Trial; Fall of Berlin Wall; Mark McGwire/Sammy Sosa homerun contest. [19]

Millennials have been nurtured, coached and mentored by their parents and see their families as friends which is in sharp contrast to Gen Xer's. They are a generation with the most positive youth trends of any generation before them. They are sheltered, but optimistic and capable. They have a positive outlook on the world and expect to be at the forefront in dealing with and solving world problems.

Army Recruiters have a good idea of who the millennials are as a demographic group. They also know that millennials are a unique generation with their own collective identity different from Generation X and baby boomers. Armed with this knowledge, recruiters should be able to shape the recruiting landscape to attract millennials. Key to recruiting 20 something's though is connecting with parents who are either from the latter part of the baby boom generation or early Generation X. Recruiters must be adaptable in presenting a recruiting pitch to a millennial and then following up with perhaps a different technique to the parents.

TODAY'S SOLDIERS--HOW ARE THEY PERFORMING?

Being recruited is only the start of the accession process into the Army. Young men and women usually will go into the Delayed Entry Program (DEP) for up to 365 days and eventually enter active duty. In a visit to the Army War College, a combatant commander commented that "today's young Soldiers are some of the toughest and most committed that he has seen in his 30 years as a military leader."[20] In a recent opinion and editorial piece in the St. Louis Post-Dispatch, Amy White opined that "Those who serve in uniform set and meet a standard higher than the rest of us. In a society with little personal discipline, they are highly disciplined. In a time of specialization, they understand computer programming, can change the oil in a humvee and can load a machine gun while under fire. In a country that worships comfort, they train their minds and bodies to endure hardship without complaint or therapy."[21]

Military leaders and regular civilians alike see the American Soldier as part of an overall professional force that has matured throughout the period of the all-volunteer force. This is not surprising because in comparison to Soldiers who served in previous generations, today's Soldiers are more disciplined and more committed. The use of illicit drugs dropped significantly over the years as indicated in Figure 2[22]. Other indiscipline indicators such as AWOL rates and adverse chapter separations have also dropped consistent with the drop in illicit drug use. Just as indiscipline indicators have gone down, education rates have risen dramatically. Soldiers during the Vietnam era were primarily draftees who had a high school graduation rate on average of 54 percent. Today's Soldiers have a graduation rate of over 90 percent which is about 20 pecent higher than the national average.[23]

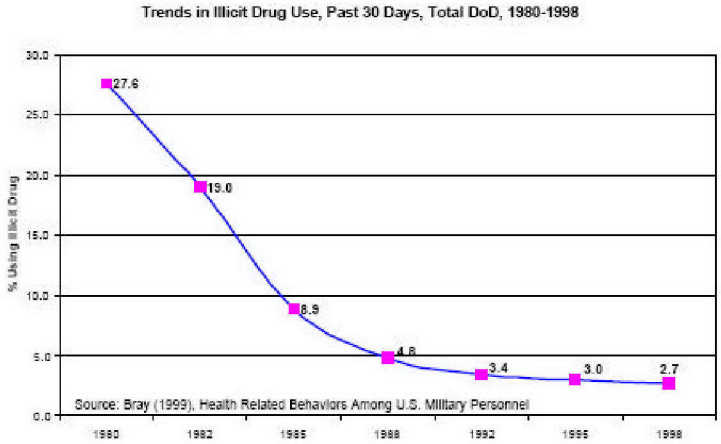

FIGURE 2

WHAT IS EXPECTED OF THE RECRUITER?

Much is expected of the recruiter if Army recruiting to be consistently successful. In his 2002 Strategy Research Project, Lieutenant Colonel Michael Waclawski from an interview with Brigadier General Billie Cooper, then Deputy Commanding General Army Recruiting Command described attributes necessary for recruiters to be successful: General Cooper's words are as appropriate today as they were then when he said, "Everyday recruiters walk point for the Army in cities and towns across the country. Accordingly, the visibility of recruiting duty demands the following attributes: First, a recruiter must be a decent human being; second, they must be a Soldier; third, the NCO earned the rank, they must wear it with dignity and respect; and fourth, each and every day, the recruiter must get up and get at it."[24]

In addition to the above listed attributes, recruiters are expected to connect with a generation of youth that is very different from their own generation. Because millennials are generally 22 years old or younger, those who have entered the Army have not yet become recruiters . Recruiters will be expected to know all there is to know about their recruiting area of responsibility to include general societal, economic, political, informational and educational issues. Their learning curve will likely be vertical. But, in the end, just as General Cooper said, "each and every day, the recruiter must get up and get at it."[25]

THE ECONOMY'S IMPACT ON THE RECRUITING MISSION

Conventional wisdom suggests that the stronger the economy the more likely potential applicants for military service will opt to try the civilian job markets first. This means that what's usually good for the economy is not good for Army recruiting. This was definitely the situation in the decade of the 90's when America's economy was booming and recruiting for all services with the exception of the Marine Corps suffered from low numbers in contracts and even falling short of mission in the Reserves and National Guard. In the words of former Secretary of the Army Louis Caldera, "a stronger economy means that young people have more options available to them if they decide not to go straight to college after high school."[26] The economy wasn't the only reason for recruiting failures during the 90's as evidenced by the success of Marine Corps recruiting during that same period. But, the economy did have a significant impact.

In fact, periods of economic challenges will usually benefit recruiters. It appears that regardless of what is happening with the global war on terrorism people who are out of work and lack resources still have a higher propensity to join the military regardless of the otherwise risks associated with war time service. Evidence of this is with the Oakland Army Recruiting Station in Oakland, California. The station exceeded all of its recruiting goals for fiscal year 03 and is optimistic about the future. The station commander, Sergeant First Class Roger O. Richardson owes his station's success to a failing job market in the Oakland area. A sure successful line he provides to prospective Army applicants is, "chances are that you will not get laid off in the armed forces."[27]

Feedback from recruiters indicates that the current generation of youth is more concerned with careers than country.[28] A strong economy provides young people options that open the doors for other professional elements to compete directly with Army recruiters for the services of eligible applicants. Universities, colleges, corporations and the public sector among others are

all interested in today's youth. Army recruiting must acknowledge this and have a plan to be competitive with these external organizations.

When confronted in the past with potential economic challenges, the armed forces responded successfully with incentive plans, enlistment bonus dollars and increased numbers of recruiters. In a strong economy, monetary incentives are needed for enlistment bonuses to attract high school graduates and college students away from the civilian sector. Even when the economy is steady, monetary education incentives are still needed since education is one of the primary motivators of youth to join the Army. With the current situation of an Army at war, both enlistment sign-up bonuses and enlistment incentives are needed for what youth perceive as a very risky choice to join the Army. Neither economic experts nor political leaders are able to consistently predict how the economy will turn out in the long term. Regardless of what the economic outlook is for the United States during the extended war years, it is a safe bet that recruiting efforts must include monetary incentives, enlistment bonuses, and educational benefits.

POLITICAL CONSIDERATIONS

Political considerations could impact recruiting if it were necessary to increase end strength of the Army in order to meet worldwide deployment requirements. Recruiting Command is already meeting challenges for fiscal year 05 and beyond with a 30,000 increase in end strength of which Army recruiting will be responsible to recruit a portion of that number. The other Soldiers will come from within the ranks through retention, stop-loss, and other personnel initiatives.

As the operational tempo in Iraq stays at a steady and hectic pitch, political rhetoric increases as well. Recent Democratic nominee for president, John Kerry during the presidential campaign, added fuel to the recruiting-draft debate by suggesting that Republican nominee President George W. Bush if reelected, would reinstitute the draft.[29] President Bush responded to this claim by saying that a draft is not needed. Since being reelected, President Bush has reiterated his position for an all-volunteer Army.[30]

The talk of a potential draft and increasing end strengths nevertheless gives cause for alarm to parents who are concerned that their children will be the subject of an intense campaign to enlist them or worse yet; face the possibility of being drafted involuntarily into the armed forces. These concerns will remain with parents until a clearer picture of how the war on terrorism plays out in the near, short and long terms.

ADVERTISING AND OTHER INFORMATIONAL TECHNOLOGIES

Advertising and other informational technologies are definite force multipliers for Army recruiters. Army Regulation 601-208 Recruiting/Reenlistment Advertising Program stresses that a well-planned, fully coordinated advertising, publicity, and promotion program is essential for the Army to accomplish its recruiting and reenlistment mission.[31] An active advertising program that emphasizes the positive attributes of being a Soldier is needed to appeal to prospective applicants and their influencers. The program can enhance the Army's image and create a favorable impression with society as a whole and on the individual influencers of America's youth who are considering the Army as an option.

The current generation of youth wants to know how the Army will benefit them right now.[32] The most recent Army advertising campaigns have done this by tailoring their messages directed at the individual and how the individual is part of the greater whole and not just a faceless member in a field of green or brown uniforms. In addition, the Army has become branded complete with a universally recognized logo that transcends active, reserve and ROTC boundaries.[33] The "Be All You Can Be" campaign was a huge advertising success for the Army of the 70s, 80s and 90s. The campaign connected with late baby boomers and early Generation X, but only had marginal success in the 1990s with the remaining Generation X. A clear need was apparent to develop a campaign for a new generation. Unfortunately, the campaign was directed towards millennials and missed the rest of Generation X. The expectation, however, for "An Army of One" will be the same as it was for "Be All You Can Be." The Army must connect with the millennials just as they did with the baby boomers. The war on terrorism will be an extended war so the Army of One campaign must also be enduring.

Millennials are a group that is accustomed to having attention directed towards them. They are the ones that parents focused most of their time and energy on. They do not shun the spotlight because they are as a group positive, optimistic and confident in their abilities to succeed. These characteristics make them the perfect fit for an advertising campaign that focuses on the individual as part of a bigger team. The Army is preparing to transition to its new advertising campaign. The campaign is expected to take the "Army of One" brand to new and higher levels of understanding and appreciation for today's youth.

The period in which we are living in history is often referred to as the "Information Age" primarily because information is developing at a pace not seen before in history. And with this development come the uses and influences of information. Information technology is just as important to the individual recruiter when he or she is sitting at the dining room table of a youth's parent's home. Instant credibility is given to the recruiter who can download the most current

and relevant data for parents to consider. In addition, being able to secure from an online database a specific career specialty that is agreeable to the youth and parents alike usually will lock in a contract.[34]

Knowing how to effectively use advertising and other information technologies will greatly assist Army recruiters in meeting the challenges of recruiting during war. Today's youth are aware of the power of advertising and more importantly who it's being directed towards. They are also fully plugged into the latest advances in information technology and understand the power of information in meeting their goals.

TRANSFORMATION--WHAT WILL THE FUTURE OF RECRUITING LOOK LIKE?

Since the beginning of his tenure as Secretary of Defense, Donald Rumsfeld stressed the need to transform the military in order to maintain its relevancy as the premier fighting force on the globe. Joint Vision 2020 which provides a continuing guide for the transformation of our armed forces describes the conduct of joint operations in which the core of the joint force of 2020 will continue to be an all-volunteer force composed of individuals of exceptional dedication and ability. It also stresses the challenges of recruiting and retention in an increasingly competitive environment with the civilian sector.[35] When addressing an Army manning strategy for transformation to increase unit strategic responsiveness, General Erik Shinseki, then Chief of Staff of the Army, stated that, "revised priorities for manning the force, a synchronized force structure and enhanced recruiting are keys to transforming the Army. Manning our units is vital to assuring that the Army fulfills its missions as a strategic instrument of national policy."[36]

The continuation of the all-volunteer force is clearly a priority in transforming the military and the Army. Recruiting leaders must embrace this vision for transformation and take proactive measures to improve business practices within Army recruiting. They must also look beyond the Army to determine the feasibility of doing business utilizing alternative means. Consideration should be given to merging recruiting missions into a joint "purple" recruiting force and expanding its contract mission. Army Recruiting Command has consistently undergone change over the last several years. The command has restructured organizations in order to meet changing demographics throughout the country.

Army recruiting is constantly looking for ways to improve business practices and maintain relevancy since it must compete with the external environment to attract quality youth for service in the Army. Army Chief of Staff, General Peter J. Schoomaker in his last update in the Army Green Book said, "Our all-volunteer Army of active, National Guard and Army Reserve Soldiers are serving with tremendous skill and courage around the world, transforming as they fight."[37]

General Schoomaker's vision is clear in that he expects transformation to continue across the Army just as Army recruiting has done in the past.

CONSOLIDATION--IS IT THE ANSWER?

The other Services are no different than the Army. They too must compete with the external environment and keep abreast of changing demographics to remain competitive and relevant. But, can each of the Services continue to meet their respective missions and maintain their Service identity while serving within one joint command? The Military Entrance Processing Command (MEPCOM) as part of the personnel accessions process is a fully joint organization arrayed geographically throughout the United States to link the Service recruiting commands with the Services. While MEPCOM does not have to sell the virtues of the Services directly to the general population, the command experienced significant success throughout its history.

What possible benefits would "purple" recruiting provide for the military and the Army in particular? First, joint recruiting is consistent with how the Secretary of Defense views transformation at the strategic level. A mindset across the Army is that Soldiers are beginning to view themselves as joint Soldiers first. This is not surprising since many of the Army's four-star leaders refer to themselves in public settings as joint Soldiers wearing Army uniforms. Second, the elimination of redundancy of headquarters staffs and improved business practices could allow for more flexibility and latitude in structuring resources to make joint recruiting more effective. Finally, exposing Soldiers to a joint environment at the very outset of their careers will allow them to accept the joint concept more readily.

It is not likely that recruiting commands will be combined into a single joint command. If considered, then the MEPCOM model is as close of an existing model as any to use for planning.

CONTRACTING

The Army recently added as many as 1,000 NCOs to the recruiting force. While this major shift of personnel should bode well for recruiting efforts, taking a battalion plus worth of personnel away from the operational rotation flow of the force will likely have a significant impact on overall Army personnel readiness. The personnel replacement process is already strained by world-wide requirements and the fencing of units undergoing transformation from brigades and divisions to units of action and units of employment. As a result, Soldiers and units are supporting Operations Enduring and Iraqi Freedoms from other deployed theaters like Korea.

A small portion of the recruiters in Army recruiting are contracted. Contracting recently separating Soldiers from active duty for recruiting duty and increasing the contracted force could

help in returning Soldiers back to the replacement sustaining base which should serve to ease some of the strain on the current active force. Accepting the notion to increase contractors lends itself to a trade-off. Contractors may ease the strain on overall readiness, but a strain in credibility may arise by having someone who is not an active duty Soldier selling the current Army. This is a risk that the Army may not want to accept.

ANALYSIS

Current US policy objectives are to maintain an all-volunteer force. President Bush said "We don't need the draft, the all-volunteer Army works."[38] To achieve this, the Army will need to ensure a recruiting campaign that focuses on and meets the needs of the millennial generation. The influencers of today's young men and women, in particular, their parents, will need to be persuaded to accept a fundamental belief that they have likely opposed for most of their lives. Parents can be expected to be placed in tough situations where they will need to support their children's desires to join the Army. This will be a tough, but attainable, mission for recruiters.

Approximately one third of millennials have an expectation that some form of involuntary national or military service will be necessary to achieve our political aims targeted on the war on terrorism. Because of their collective support for volunteer service, they are an approachable market. Their low propensity to join, however, is more attributable to lack of information which leads to uncertainty as evidenced by the surveys conducted by Dr. Moskos. The assumption can be made then that if asked to join the armed forces, an expected percentage of youth with the support of their influencers will answer the call for military service.

It then becomes a matter of the recruiters connecting with youth. This means that the Army must provide enough recruiters who serve as the means in this campaign to canvass enough of the country's youth. Adding active duty recruiters may help recruiting, but have an adverse effect on overall readiness. Therefore, consideration must be given to contracting more recruiters, preferably from the ranks of recently separating Soldiers who possess a current understanding of Army requirements that will assist them in recruiting.

Recruiters need to be equipped with the best available information systems that will allow them to take advantage of information technologies and the media. Getting information to youth and their parents in a timely manner will be a key to whether a youth signs on with the Army or with another competitor. The Army must continue to study and understand the propensities of millennials and develop advertising campaigns that are relevant to and focused on them. Millennials like the attention which explains their affection to the "Army of One" campaign. It costs money to have an all-volunteer force especially one the quality of the U.S. Army. [39]

Monetary and educational incentive packages are an absolute must. The packages draw youth to the recruiting table which allows the recruiters to sell the Army to them. The packages must be significant enough to compete with the civilian industry because millennials will shop around.

In selling the Army, recruiters must be honest with youth and their influencers and keep them informed of the latest events in the war and the role expected of future Soldiers. With that, recruiters must also inform them of how the Army ensures the success of future Soldiers by building cohesive organizations through tough, realistic training. An informed population will have a general understanding of the Army and the war. A bolder and more individual approach not unlike the current Marine Corps program is probably more pertinent to millennials. They have a high degree of individual confidence and sense of achievement. The Army is on the right track with the current "Army of One" campaign designed at the individual. We need to continue to use this approach as the foundation to build the next campaign.

Past political campaign rhetoric fueled debates on whether a draft should be reinstituted. However, unlikely this is, these thoughts will continue to linger with parents regardless of what is said by the current administration. One way to ease parent's minds is to ensure that an all-volunteer and professional force can sustain itself throughout the war years and beyond. The United States cannot afford to return to the days of the Vietnam era with unrest on college campuses and ideological divisions that only serve to fracture family ties and question national values. But, this is exactly where we would be headed with a draft. A potential draft would challenge a young person's freedom to choose. The ability to choose is a characteristic of a democracy that appeals to many people regardless of age or generation. Furthermore, a draft would only serve to loosen and distance any close ties that the military has with communities across the country.

A transforming Army doesn't have the time to stop and restart all over again. The Army Chief of Staff has set the course for the Army by continuing with transformation plans while simultaneously conducting combat operations in Southwest Asia. Army recruiting must continue to explore ways to transform to be competitive and efficient so that the Army can receive maximum benefit in terms of readiness and receiving the best Soldiers America can provide.

CONCLUSION

Our political aim should be to maintain a strong and healthy all-volunteer recruiting program that fully meets all operational requirements for the Army. The all-volunteer force is a vital part of the overall means to ensure continued public support for a war that is still very confusing in the minds of many Americans. Resources in the form of personnel, finances,

advertising, and information will need to be closely managed and applied towards an overarching strategy that ensures that the nation's youth are informed of choices and options available to them as possible future Soldiers.

The armed forces need recruiting to be successful in order to maintain an all-volunteer force. Recruiting must remain a top priority. The nation shares this concern and the Army will need to commit the ways and means to ensure this end is achieved. America's youth is receptive to the idea of an all-volunteer Army and if approached and presented with the information in which to make an informed decision, they are more likely than not to choose the Army as an option. Former Acting Secretary of the Army, Les Brownlee said it best in describing today's youth, "Our Soldiers of today, all of whom volunteered to serve their country in uniform will win the war on terrorism and are America's next Great Generation."[40]

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