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**CANADIAN FORCES COLLEGE / COLLEGE DES FORCES**

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**“Maintaining a ready force will require recruitment and retention incentives coupled with an aggressive advertisement campaign”**

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**By / par Colonel Darryl Bradley**

**June 2003**

## ABSTRACT

Thesis Statement: The recruitment and retention programs coupled with an aggressive advertisement campaign are key factors that will ensure the personnel manning of the Army's Chief of Staff initiative.

The paper will demonstrate that “manning the force” in the US Army requires the accession and retention of soldiers, and other resources that are necessary to keep and retain soldiers in the military. The Army's Vision and the Army's Chief of Staff “manning the force” initiative will ensure that the United States objective remains to be the most strategically responsive and dominant land force of the 21<sup>st</sup> Century – decisive across the entire spectrum of military operation. Additionally, the force will provide the nation with an increased range of options for crisis response, engagement, or sustained land force operations.<sup>1</sup> This will be the first time the Army has tried to maintain an all-volunteer force in a full employment economy.<sup>2</sup>

The paper begins with a definition of “manning the force,” and examines the impact of the civilian-military gap on recruiting youths into the military. The paper further examines the need for recruitment and retention incentives, and an aggressive advertisement campaign to recruit and retain soldiers in the Army. These initiatives coupled with an unstable economy will have a significant impact on the overall strategic strategy, and the ability of the Army to maintain a ready combat force. The paper will argue that recruitment and retention incentives coupled

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<sup>1</sup> “Army Begins Manning Initiatives to Increase Unit Strategic Responsiveness,” Aerotech News and Review, (November 1999), [www.aerotechnews.com](http://www.aerotechnews.com)

<sup>2</sup> Edwin Dorn, “Maintaining Military Readiness,” The Philosophical Society of Texas, (1998)

with an aggressive advertisement campaign are required to support the Army's Chief of Staff "manning the force" initiative. The paper concludes with the validation of "manning the force" initiative by the General Accounting Office (GAO), and the Army meeting its recruiting goals through the use of incentives and an aggressive advertisement campaign.

## INTRODUCTION

Soldiers and their families are truly our most precious resource. The emphasis we put on taking care of soldiers pays great dividends – intangible but vital.”<sup>3</sup>

--General(Ret) Dennis J. Reimer,  
Chief of Staff of the U.S. Army  
1995-1999

The paper will explain a number of initiatives that have been successful in increasing the personnel strengths to support key warfighting units in the Army. It will examine both enlistment and retention, and demonstrate other initiatives such as the use of advertisements that are effective in achieving the Army’s Chief of Staff “manning the force” initiative.

The paper begins with a brief look at the background of recruiting soldiers, and argues the need for recruitment and retention incentives in the Army. The paper further examines the impact of civilian-military gap on recruiting youths into the military.

Additionally, the paper looks at advertisement initiatives and how they are used to persuade potential recruits to enlistment in the Army. In particular, the paper looks at using the National Association of Stock Car Racing (NASCAR), chat rooms, and video games on the Internet as part of the advertisement campaign.

Colonel James Holady, Deputy Director for Accession Policy, Office of the Assistant Secretary of Defense for Force Management Policy notes, “advertising is essential in this

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<sup>3</sup> The Chiefs of Staff United States Army: “On Leadership and the Profession of Army,” Information Management Support Center, Pentagon, Washington, DC (August 1996)

business of recruiting soldiers in the Army.”<sup>4</sup> He further states, “any business that sells something – and that’s what we’re doing – needs sales people and advertising. If you don’t have those things or one of them is lacking, you’re not going to sell your product very well.”<sup>5</sup>

The paper concludes with a validation of the personnel strengths in the divisions by the General Accounting Office (GAO), and the recent recruiting and retention goals that were met by the Army.

## **DEFINITION AND STRATEGY OF MANNING THE FORCE**

It is important to understand the meaning of “manning the force” and the Army’s Chief of Staff initiatives when discussing the personnel manning of units. Though the immediate impact of the manning initiative is primarily near-term, they establish a significant personnel policy guideline as the Army moves to achieve the Army’s Vision. The Army manning strategy initially focuses on improving manning of key war-fighting organizations while maintaining the capability of all of its units and organization to accomplish their mission. Ultimately, the strategy seeks to improve manning across the Army. Below is a definition “manning the force” and the Army’s Chief of Staff manning strategy.

**The Army’s definition of manning the force is to ensure the timely fill of a rapidly changing force structure that includes changes in the geographic location of the force. The size and location of the force change inside the Planning, Programming, Budget and Execution System (PPBES) cycle. This requires flexibility and a thorough understanding of the changes throughout the force. A major task of force management and force integration is to predict the impact of decisions on organizations and the force as a whole.**

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<sup>4</sup> Staff Sergeant Alicia K. Borlik, “Recruitment Ads: New Strategies, New Message,” American Forces Press Service, (March 1999)

<sup>5</sup> Staff Sergeant Alicia K. Borlik, 1.

**The Army's competitive edge will depend, in part, on the application of technology. The manning system must ensure the timely placement of soldiers with the proper skills and experience to operate new and improved systems coming into the force. Maintaining the force readiness at the prescribed levels despite significant change will be a continuous challenge for commanders and staff throughout the Army.<sup>6</sup>**

**The Army's manning strategy initially focuses on improving manning of key war-fighting organizations while maintaining the capability of all of its and organizations to accomplish their missions. The Army plans to man combat units to 100% by grade and skill level. In order to accomplish this task, the Army will fill 10 active component divisions and armored cavalry regiments to 100% of their enlisted personnel authorizations. Additionally, the Army will target to fill 100% of authorizations by skill within three grade bands: skill level (E1-E4); mid-career non-commissioned officers (E5-E6); and senior non-commissioned officer (E7-E9). Divisions and armored cavalry regiments will receive 100% of their officers in the aggregate.<sup>7</sup>**

The core function of the Army is to fight and win our nation's wars, and properly manning war-fighting organizations is fundamental to this function. Manning the divisions at 100% will help ensure that leaders around the world who are executing the day-to-day missions of the Army have the people to do the job.

## **BACKGROUND**

Veterans can still serve by helping to keep our Armed Forces strong – the army, for one, needs your support<sup>8</sup>

--Lieutenant General Dennis D. Cavin,  
Commander, U.S. Army Accession Command  
2001- Present

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<sup>6</sup> Department of the Army, Field Manual 100-11, "Force Integration," (January 1998)

<sup>7</sup> "Army Begins Manning Initiatives to Increase Unit Strategic Responsiveness," Aerotech News and Review, (November 1999), [www.aerotechnews.com](http://www.aerotechnews.com)

<sup>8</sup> Lieutenant General Dennis D. Cavin, "New You Can Use," American Veterans, (Jun-Aug 2002)

The Services are facing a very challenging recruiting period, perhaps the most challenging since the inception of the all-volunteer force in 1973. Since this time, the world has changed dramatically; there have been historic changes in the balance of world power followed by an unprecedented period of economic good fortune for the United States.

Lieutenant General Frederick Vollrath, U.S. Army Deputy Chief of Staff for Personnel notes, “it is difficult to recruit and retain quality, dedicated, young people without adequate compensation and quality of life.”<sup>9</sup> He further states, “recruiting is more than numbers and percentages, it is the life blood of America’s Army, the core of readiness, because without recruits the all volunteer force we have crafted over the last 24 years cannot continue to be what has become: the world’s best Army.”<sup>10</sup>

Additionally, America has been experiencing a robust, fewer people who could be categorized as “key influencers” have military experience, and larger numbers of high school graduates are heading immediately to college. Consequently, fewer young Americans enlisted in the Army and, the success, prosperity, and security of the United States today establishes the environment for Army recruiting. As a result, greater emphasis on advertisement is required to raise awareness of the advantages of Army service.

The requirements in each area are derived from the Army’s projected needs. These requirements have fluctuated dramatically during the drawdown, but have reached a steady state

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<sup>9</sup> Lieutenant General Frederick E. Vollrath, “Testimony to the House of Armed Service Committee,” (March 1998)

<sup>10</sup> Lieutenant General Frederick E. Vollrath, 1.

as the Army is at its end strength goal. This means that the Army has to replace losses one for one to maintain the size and skill mix of the force.

To accomplish the significant increase, the campaign to enhance Army recruiting continues to develop and grow, and many incentives have been implemented into the enlistment and retention programs. In particular, the hometown-recruiting program allows soldiers who graduate from advanced individual training school to go home for a period of about 20 days. While in their hometown they talk at high schools and are helpful in keeping delayed entry recruits on track with recruiting plans.

The plan also calls for the addition of more “corporal recruiters” in the program over the next three years. These young Non-Commissioned Officers (NCOs) will be added to the recruiting force each year to connect with today’s youth.

## **THE CIVIL-MILITARY GAP IMPACT ON RECRUITING**

U.S. military personnel of all ranks are feeling increasingly alienated from their own country, and are becoming both more conservative and more politically active than ever before.<sup>11</sup>

Thomas E. Ricks  
The Atlantic Online

The civil-military gap continues to have a significant impact on recruiting in all Services. Despite the public confidence in the military institution, there appears to be a deficit of social capital to support the armed forces. The professional armed forces, with their premeditated assault on the destructive individualism of recruits, stand apart as bulwarks of anti-liberalism.

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<sup>11</sup> Thomas E. Ricks, “The Widening Gap Between the Military and Society,” *The Atlantic*, (July 1997)

While the United States has a long tradition of citizen-soldier style service, today's active force entails more permanent and professional types of service.

Additionally, over the past few decades American society has become more fragmented, more individualistic, and less discipline, with institutions such as church, family, and school wielding less influence. These changes have put society at odds with the classic military values of sacrifice, unity, self-discipline, and considering the interests of the group before those of the individual.<sup>12</sup> This shift in popular values has affected recruiting, and requires the Services to initiate incentives to attract youths into the military.

Samuel P. Huntington in his book *"The Soldier and States"* states, "the real problem was the ideological one, the American attitude of mind which sought to impose liberal solution in military affairs as well as in civil life."<sup>13</sup> This empirical theory prescribes a normative solution: shift the American ideology from liberal to conservative, permitting the establishment of objective civilian control and ultimately, the requisite national security. This tendency constituted the gravest domestic threat to American military security.<sup>14</sup>

All of these problems continue to have an impact on recruiting soldiers, and some people suggest that the root of the problem is that the military is self-selecting, making the cultural divide self-perpetuating. They offer a reinstatement of the draft or a European-style national

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<sup>12</sup> Thomas E. Ricks, "The Widening Gap Between the Military and Society," *The Atlantic*, (July 1997)

<sup>13</sup> Samuel P. Huntington, *"The Soldier and the State,"* *The Theory and Politics of Civil-Military Relations*, Vintage Books, New York, (1957)

<sup>14</sup> Samuel P. Huntington, 457.

service obligation to force the military to be more congruent with society and civilians to have more experience with the military.

## **RESOURCES BRING ABOUT POSITIVE CHANGE IN “MANNING THE FORCE”**

Recruiting is not only the job of the recruiter, but also the responsibility of the command, the commanders, and the individual members of the Army team.<sup>15</sup>

--General(Ret) Dennis J. Reimer,  
Chief of Staff of the U.S. Army  
1995-1999

The American Military must attract talented young men and women – bright, task focused, self-starters who can handle the growing complexity of military systems and operations with the character and values to put service before self. Efforts to recruit these young people are challenged by a variety of factors, including an unstable economy and questionable employment rates.

However, the Army has implemented several programs under the U.S. Army Accessions Command to recruit the right amount of soldiers as needed by the Active Army Military Manpower Program (AAMMP) and training capacity. These programs are implemented by a subordinate command, the United States Army Recruiting Command (USAREC) which has the mission to obtain both quality and quantity of volunteers to meet Army requirements.

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<sup>15</sup> The Chiefs of Staff United States Army: “On Leadership and the Profession of Army,” Information Management Support Center, Pentagon, Washington, DC (August 1996)

The Army also used decentralized retention and reenlistment incentives to make near term corrections in the force at Skill Level 2 and above.<sup>16</sup> Although expensive to recruit, high quality young people are essential to the health of the force because they are easier to train, perform better, and stay longer. For these reason, the Army is committed to maintaining quality goal and are increasing recruiting budgets to improve their competitive position in the marketplace. Successful recruiting is the lifeblood of our all-volunteer force. With today's reduced forces and increased tempo of operations, the value of quality personnel is at a premium. To meet the demands of our National Security Strategy, the Army must provide the appropriate incentives and compensation to attract educated, motivated, and technically capable people into military service.

In addition to a tougher recruiting environment, the Army is also experiencing declining retention rates. Many junior NCOs elect not to reenlist after their first term enlistment. These skilled men and women represent the future of the Noncommissioned Officer Corps (NCOs) in every service. They are the backbone of our Army and military. In many critical skill areas, such as those associated with high-technology system, retention levels are below sustainment levels. These trends, which are complicated by significant attrition among first termers who fail to complete their first enlistment, spotlight today's retention shortfall—a crucial readiness issue that has captured the attention of senior leadership within the Services and Department of Defense. Because of the quality of the people that are recruited and significant training they receive, the private sector is anxious to outbid the Services for their services. As a result, the Services have increased Selective Reenlistment Bonus offers to persuade these experience and

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<sup>16</sup> Department of the Army, *Army Pamphlet 690-12, Introduction to Military Personnel Management*, Headquarters, Department of the Army, Washington, DC (September 1979)

talented members to stay in the Army, and in some cases this approach has been met with success.

### **Enlistment incentives**

The enlistment incentives play a critical role in persuading recruits to join the military, and are essential to the success of Army recruiting. In the increasingly competitive youth market, these programs become even more important to our immediate and long-term success.<sup>17</sup> The enlistment incentives that are offered not only generate market interest, but are the offers that allows the Army to complete the sale in the skills most critical to Army needs at the time when these skills are needed. Recently, the Army increased its maximum incentive offers to \$12,000 for enlistment bonuses, \$40,000 for the Army College Fund or \$65,000 for qualified Loan Repayment to meet the competitive pressures. They were an essential element to the success of recruitment in previous years and have remained in place. One area that has dramatically improved is recruiting for our combat arms specialties, which are eligible for the maximum incentive levels. Fill rates were significantly improved and the actual numbers of individuals recruited into these hard to fill fields have increased more than fifty percent over previous years. This is attributable to the increased focus on these enlistments in the field recruiting force and the increased incentive levels.

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<sup>17</sup> Lieutenant General Frederick E. Vollrath, "Testimony to the House of Armed Service Committee," (March 1998), 5.

The Serviceman's Readjustment Act of 1944 (GI Bill) was one of this country's most historic and consequential pieces of legislation.<sup>18</sup> It provided educational opportunities to millions of veterans and was an investment in America's future. The prosperity and stature we enjoy today is partly the consequence of this educational investment in our post World War II youth population. Post secondary education today is possible even more important to our nation's future. Extraordinary college attendance rates reflect both recognition of the value of higher education and the vast array of resources available to our youth to accomplish their educational goals. The Army College Fund/Montgomery GI Bill along with the Army's partnership with education remains excellent programs both for Army recruiting and for the nation's future. Individuals qualify for "scholarships" through service return better prepared, more mature and with the resources to pursue their life objective.

The Army also has other educational incentives and implemented the eArmyU, the pacesetter virtual university for enlisted soldiers, enrolled more than 12,000 soldiers in online college degree courses and has expanded to two additional Army installations in Colorado and Washington. The eArmyU program offers soldiers educational opportunities at various installations anywhere, any time. Soldiers receive 100-percent tuition assistance, books, fees, and the technology required to access online courses – a laptop, printer, and an Internet account – with the requirement that they successfully complete at 12 semester hours in two years.<sup>19</sup> They also receive 24-hour-a-day access to comprehensive educational support services to ensure success in a complete educational environment with application, registration, course search,

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<sup>18</sup> Lieutenant General Frederick E. Vollrath, "Testimony to the House of Armed Service Committee," (March 1998), 5

<sup>19</sup> U.S. Army News Release, "eArmyU meets First-Year Goals and Expands in 2002," Army Public Affairs, Washington, DC, (January 2002)

classes, tutoring, technical assistance and virtual library resources – all available in just a few computer clicks.

In addition to incentive offered, the recruiters must have the day-to-day operating tools to be effective. The programs under this umbrella reflect the costs to support recruiters with vehicles, recruiter expense allowances, communication costs, furniture and automation, applicant meals, lodging and travel and a host of other programs designed to put recruiters in touch with prospects and influencers. Recruiter support items influence the recruiting environment as much as the incentive offers available to an individual. Other than the recruiter him or herself, these are what are visible and used to sell the Army and support recruiting efforts in America's communities.

### **Retention Program Incentives**

Like recruiting, the Army's retention program is critical to the success in "manning the force," and is a critical piece of retaining soldiers in the Army. The success of this program is dependent on many factors, both internal and external to the Army. Among the external factors that the Army cannot influence are: the economy, civilian job market, and the world situation. Included among the internal factors that can be affected are: benefit packages, promotions, deployments, and attractive incentive packages including reenlistment bonuses.

The incentive package provides monetary and non-monetary inducement to qualified soldiers looking to reenlist.<sup>20</sup> The selective reenlistment bonus or SRB program offers monetary incentives to eligible soldiers, primarily in the grades of specialist and sergeant, to reenlist in skills that are critically short or that require exceptional management. The SRB program plays a key role in force alignment efforts to overcome or prevent present and future shortfalls of mid-grade noncommissioned officers (NCOs) that would have a direct, negative impact on combat and operational readiness of our units. The Army relies on this program to increase reenlistments in critical specialties such as Infantry, Special Forces, maintenance, and intelligence skills to keep units battle-ready.

Non-monetary reenlistment incentives also play an important role in the Army's ability to attract and retain the right soldiers. The Service offers assignment options such as current station stabilization, overseas area and CONUS station of choice. Training and retraining options are also offered to qualify retention-minded soldiers. By combining monetary and non-monetary reenlistment incentives, the Army achieves a cost-effective means of sustaining the career force.

This program is executed through a network of highly dedicated professional retention NCOs, and unit level personnel who serve their units as an additional duty. These "boot-on-the-ground" retention personnel, commanders, and leaders are directly responsible for the success of the retention program.<sup>21</sup> Additionally, they are responsible for executing the policies crafted in maintaining a high quality force of trained and ready soldiers and noncommissioned officers.

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<sup>20</sup> Lieutenant General Frederick E. Vollrath, "Testimony to the House of Armed Service Committee," (March 1998), 6.

<sup>21</sup> Lieutenant General Frederick Vollrath, "Statement to the Armed Service House Committee," (March 1998)

## **Advertisement Initiatives**

The Army must attract talented young men and women who can handle the growing complexity of military systems, and operation with the character and values to put service before self. Efforts to recruit these young people are challenged by a variety of factors, including an unstable economy and questionable unemployment rates.

However, a well-planned, fully coordinated advertising, publicity, and promotion program is essential for the Army to accomplish its recruiting and reenlistment mission. This program enhances the Army's image and creates a favorable climate for public opinion. Additionally, it stimulates the interest of qualified personnel in an Army career, and provides the support needed by field recruiters and retention non-commissioned officers (NCO) to supplement their personal contact.

In recent years, the Army launched a national print advertising campaign aimed at parents of recruitment-aged youth. This campaign has raised the interest of parents in learning more about military opportunities, and has established a web site specifically designed to appeal to adults.

Additionally, the Department of Defense (DOD) has initiated many campaigns to persuade youth into the Service.<sup>22</sup> In particular, the Army in partnership with Yahoo sponsored a Fantasy Career in Today's Military contest. Using an essay contest format on the Internet, US

citizens, 18 years and older, can submit a resume and write a short essay. The Services hosted the winners in the summer who experienced their fantasy careers – flying aboard high performance aircraft, riding in an attack helicopter, performing a tandem parachute drop, driving an aircraft carrier, and so forth.

This contest generated over 600,000 page views, over 13,000 click-thrus to Service websites (four times the industry average) and over 3,330 contest applications with 40 percent of the applicants asking for additional Service information.<sup>23</sup> The contest received excellent coverage in national print media and on television, as well as on other Internet websites.

The Services also spends nearly \$600M on paying for time during network sporting events and other programming that draws young male viewers.<sup>24</sup> With 73,600 pairs of boots to fill, the Army casts the widest net and must work the hardest. Thus, the Army and other Services have made a debut on the NASCAR as part of their advertisement campaign. The Army's logo has adorned the hood of on the Winston Cup circuit, a number chosen to tie in to the "Army of One" theme from its ads. The Army has also purchased in-car cameras to make sure the car gets prime TV exposure, and will buy commercial time during Winston Cup broadcasts, flashing a 1-800 number for those who might want to know more about signing up.

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<sup>22</sup> W.S. Sellman, "United States Military Recruiting Initiatives," Office of the Under Secretary of Defense,

<sup>23</sup> W.S. Sellman, 5.

<sup>24</sup> Bill King, "Military Targets NASCAR to Boost Recruits," The Business Journal, (February 2003)

Army recruiters are placed trackside throughout the NASCAR season, setting up a 75-by-100 foot interactive area that will include a short video, racecar simulators and games, and a pit stop challenge. All of these things are meant to help generate recruiting leads.<sup>25</sup>

Chat rooms are also part of the advertisement campaign, and the Army has used recruiters answering e-mails and manning one lightly trafficked chat room. Today, it has 40 recruiters manning live chats five days a week. Chat rooms provide the highest conversion rate of any recruiting venue.

Coast Guard Lieutenant Commander Steven Hein, acting Director of Joint Advertising and Market Research for the Defense Manpower Data Center notes, “not only are the sites getting people to join, but those who contact the Services through the Internet tend to be very high quality recruits.”<sup>26</sup> He further states, “advertising helps us create an image out there with a massive reach.”<sup>27</sup> “It’s cost-effective.”<sup>28</sup> We are able to get the message to a lot of people and a lot cheaper than sending a recruiter to visit home.”<sup>29</sup> Services use ads to trigger military interest as well as do a little pre-selling so “our prospects know more about war they might be getting into.”

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<sup>25</sup> Bill King, “Military Targets NASCAR to Boost Recruits,” *The Business Journal*, (February 2003)

<sup>26</sup> Staff Sergeant Alicia K. Borlik, “Recruitment Ads: New Strategies, New Message,” *American Forces Information Service New Articles*, (March 1999)

<sup>27</sup> Staff Sergeant Alicia K. Borlik, 2.

<sup>28</sup> Staff Sergeant Alicia K. Borlik, 2.

<sup>29</sup> Staff Sergeant Alicia K. Borlik, 2.

The Army has also developed two personal computer games to serve as recruiting tools. These games are distributed as free package, titled “America’s Army, and will be available at recruiting events, through game magazines and by request at the game Web site.

“Soldiers” is role-playing and strategy game in which the play assumes the identity of a new recruit, who develops and changes through the course of a military career. “Operations” is a squad-based shooting game featuring Army Rangers engaged in missions based on real-life operations and training exercises. Teams at the Naval Post-Graduate School in Monterey, California created both games.

Commander Brian Osborne, Naval Post-Graduate School student, developed the software engine for “Soldiers” as his doctoral thesis.<sup>30</sup> He states, “ the Army’s goal was to develop new recruiting tools that spoke to today’s youth and conveyed more information than traditional recruiting methods.”<sup>31</sup>

“It gets the Army’s message across in a way that 17 – to 24-year-old makes will be inclined to listen to. “Soldiers” attempts to give a realistic view of military life; it includes abusive drill sergeants and trips to the Post Exchange. A player’s progress is based on how well he or she develops military values such as discipline and physical fitness, and how his goals match up with Army goals.

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<sup>30</sup> David Becker, “U.S. Army Invades Game Business,” [www.news.com](http://www.news.com)

<sup>31</sup> David Becker, “U.S. Army Invades Game Business,” [www.news.com](http://www.news.com).

Colonel James R. Holaday, Deputy Director for Accession Policy, Office of the Assistant Secretary of Defense for Force Management Policy notes, “we essentially stopped advertising because we were doing well.<sup>32</sup> We learned that’s the wrong thing to do.”<sup>33</sup> “We have learned advertising is very important.<sup>34</sup> We can prove it works and prove the more we advertise the higher the quality of recruit we attract.<sup>35</sup> It’s a matter of sticking with it on the long run.”

## **VALIDATION OF RECRUITING INITIATIVES**

The General Accounting Office (GAO) recently completed and examined a number of issues associated with the readiness of Army divisions, including the “manning the force” initiative. Readiness reports submitted by selected divisions from June 2001, confirmed that the enlistment and retention initiatives have improved “personnel readiness” that is, the units have the required number of soldiers at grade and skill levels to accomplish their mission.<sup>36</sup>

reflected the numbers, grades, and skills required for successful combat, their ability to train increased.

Former Army G-1, Lieutenant General Maude notes, “the Army’s 10 Active Component Warfighting Divisions, and two Armored Cavalry Regiments were manned to 100% assigned personnel of their authorization.”<sup>37</sup> Additionally, steady increases were made in essential units that deploy in the first 30 to 35 days in Major Theater War scenarios. At the same time, many of the Army’s non-priority units were filled to 100% as well as maintaining their manning level at a sufficient level for them to accomplish their missions.

It was also noted by Thomas E. White, Secretary of the Army, during a special briefing on Army Recruiting Results, “the Army achieved a hundred percent of its active component-recruiting goal for fiscal year 2001 and 2002.”<sup>38</sup> The Army’s recruiting command, has worked hard to attract the Army’s fair share of America’s best and brightest. The achievement of the recruiting goal were contributed to the great marketing partner, including the Leo Burnett Company of Chicago, creating true believers for the Army, the big idea, the “Army of One,” the shift of the advertising campaign way from “Be all you can be” and towards “Army of One.”<sup>39</sup>

The eArmyU initiative has also been very successful, and contributed significantly to the enlistment of soldiers. Two thirds of eArmyU soldiers are pursuing associated degrees, with 27

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<sup>37</sup> House Armed Service Committee, “Statement of Lieutenant General Timothy J. Maude,” United States Army, (July 2001)

<sup>38</sup> Thomas E. White, “Special Briefing on Army Recruiting Results,” United States Department of Defense (September 2001)

percent pursuing bachelor's degrees, 4 percent pursuing post-secondary certificates, and 2 percent pursuing master's degrees. Among the most popular majors are general studies, business administration, information systems management, and criminal justice. To participate in the program, 16 percent of the soldier-student extended or reenlisted in the Army to meet program eligibility requirements.

Lieutenant General Cavin, Commander, U.S. Army Accessions Command notes, "dedicated teamwork, commitment of Army leadership and an effective Web-based ad campaign were among the top reasons why drovers of people are joining and staying in the Army."<sup>40</sup> The command achieved their enlistment goal of 79,500 for the active Army and 28,825 for the Reserve. The Army also achieved the retention goal of 49,000.

## **CONCLUSION**

The recruiting and retention programs coupled with an aggressive advertisement campaign are essential to the Army's Chief of Staff "manning the force" initiative. Additionally, these programs enabled the Army to be successful in recruiting and retaining adequate soldiers in the Army over the previous two years.

Although the civil-military gap has had a significant impact on recruiting youths into the military, the Army was successful in offering incentives that persuaded recruits to enlist in the Army. These incentives offered recruits' funds toward the Army College Fund, entry dollars,

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<sup>39</sup> Thomas E. White, 2.

<sup>40</sup> Burlas, Joe, Army Meets Recruiting, Retention Goals Early, Army Link News, (August 2002)

and station of choice for assignments. Additionally, the eArmyU offered soldiers the opportunity to attend college at various installations, and obtain college level credits while on active duty.

The retention program has also made a great contribution to the success of the Army's personnel strength, and "manning the force" initiative. This program enabled soldiers on active duty to further their education, obtain dollars through the Selective Retention Bonus, and select other training opportunities for which they maybe qualified.

Above all, the advertisement campaign has made it possible for recruiters to gain leads on potential candidates through the use of chat rooms, Internet video games, and NASCAR. They provided a connection to the youths of today, and over 100,000 leads for counseling.

In summary, the fill of the personnel to support the Army's Chief of Staff "manning the force" initiative has been successful, and the incentives and advertisements contributed significant to the Army meeting its recruiting and retention missions. These programs are essential for the Army to maintain its divisions to the required manning levels, and will ensure that the United States objective remains to be the most strategically responsive and dominant land force of the 21<sup>st</sup> Century – decisive across the entire spectrum of military operation.

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