STRATEGY RESEARCH PROJECT

The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

RECRUITING A QUALITY FORCE FOR THE 21ST CENTURY ARMY ... CHALLENGES AND OPPORTUNITIES

BY

LIEUTENANT COLONEL MICHAEL L. WACLAWSKI
United States Army

DISTRIBUTION STATEMENT A:
Approved for Public Release.
Distribution is Unlimited.

USAWC CLASS OF 2002

U.S. ARMY WAR COLLEGE, CARLISLE BARRACKS, PA 17013-5050

20020520 098

USAWC STRATEGY RESEARCH PROJECT

RECRUITING A QUALITY FORCE FOR THE 21ST CENTURY ARMY ... CHALLENGES AND OPPORTUNITIES

by

Michael L. Waclawski
Lieutenant Colonel, United States Army

Colonel Frank "The Man" Hancock
Project Advisor

The views expressed in this academic research paper are those of the author and do not necessarily reflect the official policy or position of the U.S. Government, the Department of Defense, or any of its agencies.

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

DISTRIBUTION STATEMENT A:
Approved for public release.
Distribution is unlimited.

ABSTRACT

AUTHOR: Michael L. Waclawski

TITLE: Recruiting a Quality Force for the 21st Century ... Challenges and Opportunities

FORMAT: Strategy Research Project

DATE: 09 April 2002 PAGES: 30 CLASSIFICATION: Unclassified

This paper examines the Army's potential to recruit the requisite quality force for the 21st Century. The paper briefly examines the Army's failure to meet recruiting goals during the 1990s, addresses recent success Army recruiting has earned, and analyzes future opportunities. Key areas include fundamental recruiting tasks, the significant market potential of minority markets, and focuses on leadership as the primary factor for earning recruiting sales success. Lastly, the paper offers new paradigms and recommendations for earning vital recruiting success in support of transformation.

TABLE OF CONTENTS

ABSTRACT iii

PREFACE vii

RECRUITING A QUALLITY FORCE FOR THE 21ST CENTURY
... CHALLENGES AND OPPORTUNITIES 1

BACKGROUND 1

EXECUTE THE BASICS. 2

UNDERSTANDING THE "ENEMY": THE NEW RECRUITING MARKET...THE MILLENNIALS 3

WHITE NATION TO A MAJORITY NON-WHITE SOCIETY 6

INDIAN IMMIGRATION 7

MINORITY MARKET RECRUITING RECOMMENDATIONS 7

LEADERSHIP AND ITS IMPACT ON RECRUITING MISSION ACCOMPLISHMENT 8

LEADING, DIFFERENTIATING, AND CHANGING PERCEPTIONS 9

NO LONGER BUSINESS AS USUAL: ADAPT, CHANGE OR BECOME IRRELEVANT 11

NEW ENLISTMENT OPTION TO TARGET THE COLLEGE MARKET 11

NCOS LEAD THE WAY ... OFFICERS IN THE WAY? 13

RECRUITING PRIVATIZATION 13

CONCLUSION 15

ENDNOTES 17

BIBLIOGRAPHY 21

PREFACE

I feel uniquely qualified to write on the subject of recruiting a quality force given I took command of the worst battalion in USAREC and left with one of the best. The battalion's sustained strong performance gives credence to John Maxwell's law of legacy in that the organization has prospered.

Still, I am not so naïve to believe I was the reason for success. That credit goes to the finest noncommissioned officer with whom I have had the privilege of serving during my 20 years in the Army. CSM Ruby Bradford-Taylor is a superstar soldier and an even better person. I was blessed to serve with her, just as every soldier with whom she serves is better for the experience. In every respect, personal and professional, she is a winner.

Another CSM I must recognize is CSM David Schwartzentruber. Every organization this NCO has led has been the best. His passion and zeal for success embody the best of the NCO corps. The Army doesn't need to pay consultants for recruiting advice, just sit down CSMs Taylor and Schwartzentruber and listen to them!

My two brigade commanders provided the operational leadership perspective for this paper. Colonel Jim Cox provided a model of how to lift people to new heights. Colonel Wanda Wilson took that perspective a step forward by showing how to kick them in the rear to new heights if the lifting didn't work! While some would see this as a bit paradoxical, these approaches form an effective "ying-yang" philosophy. Both Colonels Cox and Wilson demonstrated deep, deep commitment to our Army and gave evidence of personal sacrifice on a daily basis.

In coming to the Army War College, I was privileged to cross paths with an individual whose passion for winning is unmatched. Colonel Hancock carries a spirit of victory, competitiveness, and unbridled desire for winning – exactly the prerequisites for recruiting success.

There is no magic formula for recruiting success. To be successful in recruiting, leadership needs to lead and enforce standards. Ensure every day NCOs prospect and lead generate. Senior officer leadership must not overestimate their importance. Recruiting is NCO business and true NCOs never fail.

I have the greatest respect for our NCOs who wear the Army Recruiting Badge. Theirs is a challenging mission and their results are the foundation of the finest Army in the world.

RECRUITING A QUALLITY FORCE FOR THE 21ST CENTURY ... CHALLENGES AND OPPORTUNITIES

Can the Army recruit a quality force for the 21st Century? "Yes" the Army can. While on the surface the answer is simple, it is one requiring relentless effort. This paper reflects briefly on the Army's failure to accomplish its recruiting mission during the 1990s, acknowledges the hard-earned success of fiscal years 2000 and 2001, and examines challenges and opportunities to consistently accomplish the recruiting mission in the 21st Century. Finally, the paper presents the driving force that will enable the Army to achieve its quality-recruiting mission – leadership.

BACKGROUND

During the 1990s, the Army encountered repetitive recruiting mission failure, finishing "... fiscal year 1999 almost 6,300 accessions short of the Regular Army accession mission and over 10,504 short of the US Army Reserve accession mission."[1] However, given the Army was in the midst of corporate "down-sizing," "right-sizing," "build-down" or whatever sobriquet appropriate for the bottom-line firing or termination of tens of thousands of soldiers, the Army's failure to accomplish the recruiting mission was met with little concern.

However, the end of the 1990s also saw the end of force reductions. Alarm bells sounded throughout the Department of Defense since both the Air Force and Navy failed to achieve their accession requirements as well. While the Marine Corps did achieve its accession mission, there was real concern at the highest levels of government regarding the inability to recruit the requisite force. The Secretary of Defense commissioned a study to address the issue, the GAO conducted a study, and Congressional hearings were conducted as to why the services, suffering from constrained resources and void of civilian leadership at the highest level could no longer recruit enough young Americans to meet reduced accession mission requirements.

Accordingly, the Army's internal focus on the failure to accomplish its recruiting mission became acute. It is this author's viewpoint during the 90s, Army leadership accepted risk with inadequate resourcing of recruiting programs, grew complacent with the inability to accomplish the recruiting mission and accepted recruiting failure.

This mindset was echoed during a recent interview with BG Billie Cooper (US Army – Retired), the former Deputy Commanding General – East (and later, West) of United States Army Recruiting Command (USAREC). BG Cooper noted, "It appeared the Army had employed risk in funding USAREC with USAREC becoming a bill payer in the struggle for limited resources. In '97 the Army realized a mistake had been made and gradually increased the

resources essential to reverse the trend."[2] The tide turned in the late 90s when USAREC leadership conducted, "A good AAR. We did an analysis of what we had been doing. We identified major weaknesses in training, leader development, and the fallacy that the recruiting school prepared recruiters, company commanders, battalion commanders, and brigade commanders for the recruiting mission."[3]

USARECs senior leadership came to grips with the fact that "It (USAREC) could no longer underwrite failure."[4] The Army model of leadership while not abandoned, had to complement, best business practices with the realization for USAREC of what it really is, a sales-organization imbedded in the Army. "What USAREC needed to do was to do what we do in the Army every day – do the basics and enforce standards."[5]

As the Army adjusted the fire hose to increase resources in support of the recruiting mission, applied focused leadership, and no longer underwrote mission failure, the Army accomplished its recruiting mission in fiscal year 2000 for the first time in seven years.[6]

EXECUTE THE BASICS.

While there are those who would advocate elaborate models of how to achieve recruiting success, the answer remains firmly entrenched in the execution of the "five sales skills and five critical tasks" associated with successful selling:[7]

FIVE SALES SKILLS

1 – Establish Rapport

2 – Determining Needs and Interests

3 – Presenting Features and Benefits

4 – Closing and Handling Objections

5 – Determining Qualifications

FIVE CRITICAL TASKS

1 – Prospecting

2 – Sales Presentations

3 – Processing

4 – Delayed Entry Program (DEP) Leadership

5 – Follow-Up

Successful accomplishment of the recruiting mission requires execution of the five sales skills and five critical tasks at the tactical (recruiter level) with the mindset that recruiting "Is still the business of contacting as many people as possible every day."[8]

The first of the five sales skills, rapport, is paramount for successful recruiting. Effective rapport is more than just the ability to carry on a conversation with a potential Army recruit. Effective rapport is the ability to establish a sense of trust in a potential business relationship environment. Omar Periu, one of the most widely acclaimed sales managers and trainers

notes, "Build rapport first. Rapport levels the playing field and reduces the fear factor in your customer."[9]

Developing rapport and the other sales skills demand professionalism, persistence, and relentless commitment to mission success, commitment that is critical to success in every military operation. Periu stresses this attitude of persistence stating, "When can you call it quits? Never! Not even when your nose bleeds from those slammed doors."[10] The ability of non commissioned officers to demonstrate this warrior ethic in terms of the determination to accomplish their military mission is as important in recruiting as it is in movement to contact operations.

"Day in, and day out, serving in recruiting is as close to combat you can come in peacetime."[11] The statement does not seek to minimize the life and death struggle of actual combat; rather, it acknowledges the sense of urgency and immediacy necessary to accomplish the recruiting mission. The metric for recruiting success is daily, weekly, monthly, and annually, and as such, there is either mission success or mission failure.

At the tip of the spear stands the individual recruiter. Every day 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, you must soldier every day; third, the NCO earned the rank, he must wear it with dignity and respect; and fourth, each and every day, the recruiter must get up and get at it."[12]

While discipline and relentless work ethic remain the determining factors for success, several key strategic areas require development to assist in creating the conditions necessary for long term recruiting success. As the Army looks to the future, it must be cognizant of socio-economic changes in the recruiting market, second, the Army must accelerate awareness of and expansion into minority population markets, and third, the Army must be willing to embrace effective and changing business practices to earn sustained mission success.

UNDERSTANDING THE "ENEMY": THE NEW RECRUITING MARKET...THE MILLENNIALS

Future success in recruiting mandates the Army become successful with conveying the benefits of an Army enlistment to the "Millennials."[13] The Army and specifically those in recruiting must understand this next great generation, aptly referred to as Millennials given the timeframe in which they approach their early adult years. The millennials are important since they are now becoming the target market from which the Objective Force will become reality. By way of definition, "**Millennials** – those born in or after 1982 – the "Babies on Board" of the early Reagan years, the "Have You Hugged Your Child Today?" sixth graders of the early

Clinton years, the teens of Columbine, and, this year, the much-touted class of 2000, now invading the nation's campuses."[14]

In Army terms, understanding Millennials as the target market is akin to cogent target analysis. Before engaging a potential target, one gains requisite information about the target. While Army recruiting is not attacking the millennial market in a combat sense, it is certainly targeting it with advertising and recruiting efforts. As such, it is imperative the Army gear recruiting training and procedures to properly engage this immerging market.

One prominent description of the millennial generation may come as a surprise:

> As a group, Millennials are unlike any other youth generation in living memory. They are more numerous, more affluent, better educated, and more ethnically diverse. More important, they are beginning to manifest a wide array of positive social habits that older Americans no longer associate with youth, including a new focus on teamwork, achievement, modesty, and good conduct. Only a few years from now, this can-do youth revolution will overwhelm the cynics and pessimists. Over the next decade, the Millennial Generation will entirely recast the image of youth from downbeat and alienated to upbeat and engaged – with potentially seismic consequences for America.[15]

To provide intelligence preparation of the battlefield regarding the millennials entails some basic understanding of this coming great generation. In the form of quick question and answer:

Q: Are the millennials another lost generation?

A: No. The better word is "found." Growing up at a time of unprecedented prosperity and unprecedented pressures, they will surge past the Boomer-era peak and over the next decade cause the college freshman enrollment market to grow by roughly 300,000 per year.[16]

Q: Are they pessimists?

A: No. They're optimists. A rapidly increasing share say that growing up is easier for them than it was for their parents and teen suicide rates are now falling for the first time in decades.[17]

Q: Are they self-absorbed?

A: No. They're cooperative team players. Unlike Gen X'ers (the current crop of Captains and young Majors, along with current mid-level NCOs) millennials believe in their own collective power. By a huge ten-to-one majority, they believe it is their generation – and not their parents' – that will do the most to help the environment over the next twenty-five years.[18]

Q: Are they distrustful?

A: No. They accept authority. Most teens identify with their parents' values ... half believe that lack of parental discipline is a major social problem, and large majorities favor tougher rules against misbehavior in the classroom and society at large.[19]

Q: Are they rule breakers?

A: No, They're rule followers. They are disproving the prognosticators who said we would experience a tidal wave of juvenile crime in the late 90s. Over the last five years, the rates of homicide, violent crime, abortion, and pregnancy among teens have all plummeted at the fastest rates ever recorded.[20]

Q: Are they neglected?

A: No. They're the most watched over generation in memory. Over the last decade, time spent on homework and housework is up, while time spent on TV viewing is down. From 1981 to 1997, ... "free" or "unsupervised" time in the typical preteen's day shrank by 37 percent.[21]

Q: Are they stupid?

A: No. They're smarter than most people think. During the 90s, aptitude test scores have risen within every racial and ethnic group. Eight in ten teenagers say it's "cool to be smart," while a record share of teenagers are taking AP tests, and say they look forward to school, and plan to attend college.[22]

Finally, ***Q: Have they given up on progress?***

A: No. Today's' kids believe in the future and see themselves as its cutting edge. They show a fascination for, and mastery of, new technologies – which explains why math and science scores are rising faster than verbal scores ... with nearly ... three in four 8 to 12 year olds using computers, outdistancing older teens and adults alike.[23]

To summarize, the evolving recruiting market shows great promise. However, the Army must tailor the tactics, techniques, and procedures of recruiting in order to properly engage this market. The five sales skills and five critical tasks will remain paramount in importance, but execution methods will evolve. The present and long term future offer great opportunities with "virtual recruiting" and "chat rooms" becoming viable recruiting tools. To better address the burgeoning multi-ethnicity in America, chat rooms and virtual recruiting efforts must become multi-lingual with special emphasis on Spanish and Asian languages.

WHITE NATION TO A MAJORITY NON-WHITE SOCIETY

While becoming better versed on the evolving recruiting market, the Army must address the phenomenal growth in the minority population across America, specifically, the skyrocketing Hispanic and Asian population growth. Soldiers enlisting in the Army now will live in a non-white majority America in less than 50 years. To visualize this fact, "... by 2050 one of every four Americans will be Hispanic. By comparison, the non-Hispanic White population is currently about 72% of the total population and by 2050 will represent just 53 percent - - signaling a tilt from a majority White nation to a majority non-White society."[24]

Recognizing shifting demographics and adjusting recruiting efforts so that America's Army remains a reflection of mainstream society is a huge challenge. Efforts and initiatives must occur now to ensure the Army remains reflective of society and to ensure it maintains its nexus with the American people. To highlight this building social and demographic evolution one must consider:

> In percentage terms, Asians are the most rapidly growing minority group in America. Asians comprise only 1.6 percent of the American population in the 1980s, but the Census Bureau projects that the figure will rise to 6.5 percent by 2020. In absolute numbers though, the most rapidly growing group is Hispanics. Hispanics comprised only 9 percent of the American population in 1990; but the Census Bureau projects that they will be responsible for more than 37 percent of our total population increase between 1990 and 2020.[25]

To accomplish its quality recruiting mission and maintain its nexus with the American people – not just white America, the Army must vigorously improve recruiting in the underrepresented markets, specifically the Hispanic and Asian markets.

The Army has implemented a comprehensive Spanish speaking advertising program called "Yo Soy El Army or "I Am the Army" juxtaposed against the English speaking "An Army of One," and that's a good start. However, much more must be done considering, "The nation's Hispanic population swelled by 58 percent in the past decade, making it the fastest growing minority group."[26] The influx of Hispanic immigrants is bringing shuddering changes to America. Examining Hispanic immigration trends against the colonies of 1776 would create a new 13 colonies with California, Texas, New York, Florida, Illinois, New Jersey, Arizona, New Mexico, Colorado, Massachusetts, Washington, Pennsylvania, and Connecticut having the largest Hispanic population growth trends.[27] The following summary illustrates the booming Hispanic population growth forecasted for the United States.[28]

National Forecast	July 1995	July 2000	July 2005	July 2015	July 2025
TOTAL (in millions)	26,921,000	31,360,000	36,059,000	46,704,000	58,928,000

The gradual evolution to a non-White America is evident, "... in urban centers, such as Miami, New York, and Los Angeles. In Los Angeles Country, for example, Hispanics are already the largest ethnic group."[29] Accordingly, the Army must accelerate efforts to capitalize on this expanding and underrepresented market now.

INDIAN IMMIGRATION

Immigration from India topped the 2000 US census findings with the Indian population growth increasing by 106 percent since 1990. While the national Indian-American population pales in comparison to Hispanic-American population in sheer numbers, it is worth considering the influx of immigrants from the world's largest democracy into the United States. Of note, "... colonial history has made Indians one of the most proficient English-speaking groups of the Asian sub-groups, which makes India prime recruiting ground for shortages in both high-tech and other fields like nursing."[30] Acknowledging the increased roles Indian immigrants will play in American society over the next 50 years, the Army must engage this growing population market given, "The people who are settling here – their future and their children's future is the United States."[31]

MINORITY MARKET RECRUITING RECOMMENDATIONS

The Army must take several bold actions to leverage opportunities in minority and underrepresented markets. By way of definition, underrepresented markets are those where service demographic representation lags behind the larger civilian population. These markets are located throughout the country in larger standard metropolitan statistical areas and must be the focus of future Army recruiting efforts. At the tip of the spear, or tactical level, the Army must improve recruiter selection and specific assignment. The Army must select more Hispanic and Asian NCOs for recruiting duty and assign them to markets where they can leverage their presence, language skills, and ethnicity to encourage civilians from similar ethnic heritage to serve in the Army.

Language training for qualified NCOs also merits consideration. Having career recruiters (79R) trained to speak a foreign language such as Spanish, Vietnamese, or Chinese will prove beneficial in select situations and specific markets. This will provide recruiters who cannot only engage the potential applicant in dialogue, but also key influencers - parents, in the decision to join the Army. This course of action takes long term commitment versus an approach as noted by one former Commanding General of USAREC to, "... just have them (the recruiters) take Spanish classes in their free time."[32] Given recruiters work an average to 50 to 55 hours per week, the "do it on your own" approach merits no serious consideration.

At the strategic level, the Army should develop specific directorates for Hispanic and Asian minority recruiting. These directorates would track population growth patterns and trends, and coordinate with advertising agencies to ensure the Army is sending the correct advertising message to the specific target market. Additionally, with the rapid growth of Indian immigrants the Army should develop a directorate to target enlistment of Indian immigrants much along the lines of Hispanic and Asian minority recruiting operations.

While strategic plans and policies will be beneficial, the greatest payoff will come at the operational and tactical levels of recruiting. In recruiting, the battalion (there are 41 recruiting battalions across the nation) is the linchpin in developing and implementing effective market tailored minority-recruiting programs. With recruiting battalions in key metropolitan areas such as New York, Atlanta, Miami, Chicago, San Antonio, Los Angeles, and Seattle; local recruiting programs, coupled with higher headquarters support can and must be effectively developed and implemented. Programs developed and implemented at the battalion level and supported strategically at the USAREC or national level pose the best opportunity for minority market recruiting success.

The advertising agency Cartel Creativo leads the Army's Hispanic market recruiting effort. This strategically sound decision must be followed by development of Hispanic and Asian minority recruiting directorates focused on improving the number of enlistments from these rapidly growing markets. As Ms. Victoria Varela-Hudson, founder of Cartel Creativo notes, "... when you look at the numbers, there should be more significant penetration of Hispanics in the Army."[33]

With Leo Burnett of Chicago spearheading the Army's advertising program, Images of Atlanta handling African-American recruiting advertising, and Cartel Creativo of San Antonio handling the Hispanic market, these three markets receive appropriate marketing and advertising. Adding a comprehensive advertising program to address the rapidly growing Asian market will enable the Army to increase penetration in this likewise underrepresented and potentially lucrative market.

Understanding rapidly immerging population trends and understanding the makeup of the future recruiting market – the millennials is critical, however the ultimate success or failure of the Army to achieve it's quality recruiting mission will rise and fall on leadership.

LEADERSHIP AND ITS IMPACT ON RECRUITING MISSION ACCOMPLISHMENT

"Everything rises and falls on leadership. Most people don't believe me when I say that, but it's true. The more your try to do in life, the more your will find that leadership makes the

difference. Any endeavor you can undertake that involves other people will live or die depending on leadership."[34] Couple Maxwell's powerful theme with the often-repeated statement by a very successful Recruiting Brigade Commander – leadership is the way to win, and you have the strategic linchpin for recruiting success. While simple in context, the theme underlies ultimate mission success or unacceptable mission failure. Why is leadership so important in recruiting versus other Army assignments? Because recruiting is one of the most demanding assignments an Army Noncommissioned Officer will ever embrace. The following statement succinctly captures the challenges recruiters face on a daily basis:

> One of the toughest jobs in the Army is that of the recruiter. Recruiters are tasked with the awesome job of convincing young men and women to lay down their lives and freedoms for their country, and oftentimes for less money than can be earned in the safer environment of America's booming economy. Recruiters face enormous pressure from commanders to meet the mandated Army manning levels set each year by Congress. As the Army begins the 21st century, it is faced with having to support an increasing number of deployments with fewer soldiers. Soldiers face long and difficult days with the possibility of deployments away from families. Given these factors, along with the increasingly negative attitudes of today's youth regarding military service and the fierce competition among the services for recruits, it is easy to appreciate the Army recruiter.[35]

Given the daily challenges facing Army recruiters, motivating, and committed leadership is necessary. To be successful in recruiting, a recruiter must have commitment; it is up to leadership to ensure they display unyielding commitment and inculcate the same in their recruiters. Vince Lombardi sums up the type of commitment needed to be successful in recruiting, "Total commitment – I would say that the quality of each man's life is the full measure of that man's personal commitment to excellence and to victory – whether it be football, whether it be business, whether it be politics or government or what have you."[36]

Recruiting is challenging and filled with constant rejection. For every 100 people a recruiter approaches, one will join. It is leadership's responsibility to ensure recruiters remain focused, committed, and dedicated to mission success.

LEADING, DIFFERENTIATING, AND CHANGING PERCEPTIONS

One of the most challenging, demanding, and yet essential areas of leadership in recruiting is the ability to differentiate – a euphemism for firing those incapable of recruiting. It is not easy to remove non-performers, but it is an absolute must for recruiting success. Since USAREC is truly a sales organization embedded in the Army, the Army can and does remove unsuccessful performers. It is not an easy task as Jack Welch, the recently retired Chief Executive Officer of General Electric notes:

> No one likes to play God and rank people, especially the bottom 10 percent. Differentiation is as tough an issue as any manager faces. I thought it was my job to talk about it, to force it every day, to demand it from everyone. From my first days, I thought it was the key to building a great organization. For us, the vitality curve made differentiation work. We used it relentlessly to push leaders to continually upgrade their teams ... Differentiation is hard. Anybody who finds is easy doesn't belong in the organization, and anyone who can't do it falls in the same category.[37]

Annually, the Army removes approximately 10 percent of Army recruiters from recruiting and returns them to the "real Army" (a term used those by who fail to make the grade in recruiting). Given the difficulty with removing soldiers from recruiting, it is imperative the Army detail only the very best noncommissioned officers into recruiting. To recruit an "Alpha" (an individual who scores a 50 or higher on the Armed Services Vocational Aptitude Battery - ASVAB), the metric for a quality recruit, the Army must make a renewed effort to assigning only the most qualified to recruiting duty. It takes an intelligent and well-spoken recruiter to enlist a quality applicant. This is particularly important given the need to convey the benefits of an Army enlistment to not only potential applicants, but to parents as well. Further, with ever increasing numbers of the potential market heading to college, Army recruiters must be able to effectively communicate with a better-educated market. As one Recruiting Station commander stated when asked to explain his success in recruiting college students, it takes an Alpha to recruit an Alpha.

Since lacking the competence and interpersonal skills to recruit is damaging to a soldier's career, successful performance must receive greater rewards. Challenging and career threatening are two perceptions assigned to recruiting duty. As such, the best and the brightest often seek to avoid the assignment and the Army loses the very soldiers who would bring the most success.

The Army must incentivize recruiting to draw the best and brightest to tackle this tough duty. The Army must do more than provide assignment preference for noncommissioned officers upon the successful completion of recruiting duty. The Army view recruiting duty a prerequisite for accelerated promotion and make it a springboard for future key professional development assignments. For example, make successful recruiting duty the fast track to platoon sergeant duty for a noncommissioned officer, and for officers, make recruiting duty the fast track to a battalion executive officer or a battalion operations officer assignment. Of all uniform services, the Marine Corps does the best job of presenting recruiting duty as a pearl leading to future success. As one successful Marine recruiter noted, "In the Corps, we acknowledge and treat recruiters as the best the Corps has to offer."[38]

The Army must advocate recruiting as a haven for the best and brightest. If the Army wants the best and brightest in its ranks, it must send the best and brightest into recruiting. This requires an unprecedented investment of human capital. Changing the mindset adjustment requires institutional leadership at the top and demands a willingness to change. As Spencer Johnson notes in Who Moved My Cheese? "You can believe that a change will harm you and resist it. Or you can believe that finding New Cheese will help you, and embrace the change."[39] While there may be institutional resistance to sending the truly best into recruiting, it is a change that is imperative to maintain an institutional edge against the other uniform services and to be competitive on America's college campuses. Assigning the best and brightest to recruiting is an approach that will enable the Army to recruit a quality force, and rewarding recruiters with parallels to private business type rewards (assignment preference, accelerated promotion) will make recruiting more attractive and rewarding; but, still the most challenging in a peacetime environment.

NO LONGER BUSINESS AS USUAL: ADAPT, CHANGE OR BECOME IRRELEVANT

For the Army to earn future success in recruiting a quality force, it must escape institutional resistance to change. As the Army continues to transform it must keep its underlying beliefs and guiding principles while changing recruiting programs and incentives with, "...the speed, flexibility, and innovation demanded by the marketplace."[40] The Army must explore new enlistment terms and options, target the college market with greater specificity and precision, accelerate efforts to recruit rapidly expanding minority markets, increase the role of noncommissioned officers in recruiting while diminishing the role of officers, and explore privatization.

NEW ENLISTMENT OPTION TO TARGET THE COLLEGE MARKET

Presently the shortest active duty enlistment option is for two-years. The Army "...allows two-year enlistments in 11 combat arms specialties with 19 support jobs also qualifying for two years of active duty, plus a two-year commitment in the reserves."[41] The Army has now expanded the two-year enlistment option to 27 additional non-combat military occupational specialties.

While the two-year enlistment option has merit, the Army should allow an even shorter enlistment option to better penetrate the college market. Speaking of the traditional four-year enlistment, Senator John Warner stated, "For a young person, four years is a lifetime ... allowing them to serve for 18 months may be more expensive for the government, but it'll have other benefits."[42]

Noted Northwestern University Sociologist and Army veteran Dr. Charles Moskos has proposed a 15-month enlistment option targeted at the college market. Dr. Moskos has, "...outlined a 15-month enlistment term that would require recruits to attend regular basic training and learn some specialty skill, then spend one year ... overseas helping with the growing number of peacekeeping missions."[43] While potentially attractive to college students who often take a year or two break in their college studies, 15-months is too short to effectively train and integrate soldiers into their unit of assignment. An 18-month enlistment equates to approximately a year and a half away from college. Implementing an 18-month enlistment option, available exclusively to college students, with enlistment incentives such as specific career field bonuses, accelerated entry rank, and college loan repayment will provide an expanded market from which the Army can recruit.

Linking an 18-month active duty enlistment to a follow-on 3-year reserve unit commitment will have beneficial second and third order effects. First, these "college soldiers" would return to college with real world Army experience to share with fellow students. Second, they will replenish fragile reserve component readiness. Third, 18-month enlistments will allow for both basic and advanced individual training followed by a 12-month assignment in a war-fighting unit. The Army has worked with 12-month rotations in Korea for approximately 50 years, so while 12-month tours will affect unit personnel turnover, it is not a revolutionary concept.

Consistent with targeting the college market, senior leadership and Army advocate organizations such as the Association of the United States Army and veterans organizations must encourage lawmakers to tie federal college aid to uniform military or public service. The current availability and access to federal college assistance has created the conditions for the equivalent of a GI Bill with no military service. Granted, lawmakers, the majority of which have never served in the military may be a tough audience to sell; nevertheless, the proposal that warrants careful consideration and implementation.

As the Army increasingly targets colleges as a viable market, it must target the "right" colleges. Specifically, the Army must conduct targeted recruiting operations in community and junior colleges, target college freshman (unsure of the college experience) and college seniors (those with significant federal education loans and minimal private sector employment opportunities).

NCOS LEAD THE WAY ... OFFICERS IN THE WAY?

Dedicated and supremely professional noncommissioned officers are the key to recruiting success. From the youngest recruiter, up through the station commander, first sergeant, to the command sergeant major, NCOs accomplish the recruiting mission. The role of officers in recruiting is often more bureaucracy than leadership. The Army has imposed a troop unit structure – from division command down to company level on the recruiting mission. Acknowledging that recruiting is a sales organization embedded in the Army, the role of officers is excessive and warrants reduction.

As a bold shift, the Army must study the option of streamlining current organizational structure. This corporate streamlining would include the removal of more than 300 captains from duty as recruiting company commanders and transform their role exclusively into officer and warrant officer recruiting. Specifically, keeping two or three officers per recruiting battalion to recruit officers and warrant officers will streamline leadership structure, and afford the return of more than 300 captains to the worldwide force. Officer leadership and its tendency to overestimate its importance to recruiting, has created conditions wherein leadership too often morphs to bureaucracy. This is a slippery slope to organizational ineffectiveness in that:

> Bureaucracy strangles. Informality liberates. Creating an informal atmosphere is a competitive advantage Bureaucracy can be the ultimate insulator. Informality isn't about first names, unassigned parking spaces, or casual clothing. It's so much deeper. It's about making sure everybody counts – and everybody knows they count. Titles don't matter. There aren't epaulets on shoulders, or stiffs in corner offices making all the calls – just a wide-open spirit where everyone feels they can let it rip. "Covering your ass" is ridiculed. Passion, chemistry, and idea flow from any level to any place are what matter. Everybody's welcome and expected to go at it.[44]

RECRUITING PRIVATIZATION

The most out-of-the-box option is total privatization. Currently, the Army employs contractors in limited numbers to conduct both active and reserve component recruiting.

To comply with the Chief of Staff of the Army's directive to fill war-fighting units at 100 percent, the Army has the option to privatize USAREC. In terms of force structure, this dramatic change would return more than 6,000 soldiers to the Table Of Equipment (TOE) force; the equivalent of filling 10 light infantry battalions.

To accomplish an annual mission of recruiting approximately 80 thousand for the active component and more than 45 thousand for the reserve component, the Army selects and details noncommissioned officers to recruiting duty. Simply put, the Army orders soldiers to serve as professional sales associates. Noncommissioned officers serve in recruiting for three years with

some choosing to serve as recruiters for the rest of their Army careers. Commissioned officers serve in recruiting for two to three years after which they return to their operational field.

Making the switch to privatization will require bold and decisive leadership. Up front, senior leaders must attack the paralyzing resistance to change. As Kreigel writes, "Change creates fear in established organizations and paranoia in the minds of executives hired to protect the status quo. The new can only be created by destroying the old."[45] Senior leadership must effectively convey how privatization will be a huge boost to fully manning war-fighting organizations by returning more than 6,000 recruiters to the TOE force. The remaining Army recruiters (one career recruiter) in each of the 1,650 plus recruiting stations will provide the nexus between the service and the recruiting market.

There will be significant second and third order effects from privatization. With more than 6,000 noncommissioned officers back in the Army mainstream, war-fighting units will enjoy a more robust strength posture and soldiers will continue to perform the duties for which they enlisted instead of serving as military sales associates.

Internal and external forces will challenge privatization. Some will be concerned about compromising the integrity of the recruiting process. Others will be reluctant to have a private organization sell a public product (military service). To attack this negative thinking, our senior leaders must follow three key areas of Kotter's eight-stage process of creating major change. Specifically, senior leadership must create a guiding coalition, develop a vision and strategy, and communicate the change vision.[46] This must be a two-pronged attack with the Chief of Staff of the Army conveying this message through officer channels and the Sergeant Major of the Army leading the change process throughout the Army's noncommissioned officer corps.

The Army's senior leadership must clearly articulate that first; privatization will continue to occur. Second, privatization will facilitate 100 percent fill of TOE force structure, and third, demonstrate Army oversight (retaining one career recruiter in each recruiting station) will guard against mission failure in this critical force readiness area.

Additionally, change is difficult when the status quo is successful or marginally successful. With USAREC having achieved its mission in fiscal years 2000 and 2001, there will be resistance. Senior leaders must aggressively attack resistance that holds the following mindset, "We believed then that the backbone of our business was our large sales force, who called on people door-to-door...We had been doing this successfully for a long time and thought it would go on forever ... They didn't notice they need to change what had once been working."[47]

Key to privatization is accelerating the role of information technology in the recruiting process. "Cyber-recruiting" has great promise. Home computers with Internet access have become as commonplace as color television. Additionally, on-line purchasing continues to increase. With the tremendous growth potential of "cyber-recruiting," a private sales force can have mastery of all recruiting information, effectively answer potential applicant questions, and ultimately sell and enlist applicants. The entire process will be transparent to the potential applicant in that the applicant will not know if he or she is dealing with an Army recruiter or a private sales organization recruiter.

With a privatized work force, smart business practices will return to Army recruiting. The business of sales is an intense and take-no-prisoners venue. The sales environment demands success on daily, weekly, and monthly. Private employees who do not meet performance standards are far easier to terminate (within two weeks) than their military counterparts are. Relieving an ineffective soldier from recruiting duty is a painstaking process that takes approximately nine months.

Making the bold shift to privatizing the Army's recruiting force poses several challenges ranging from hiring approximately 6,000 sales associates to returning active duty recruiters to TOE units. Additionally the Army's senior leaders must effectively convey the change vision associated with recruiting privatization to external forces, namely the media and the American public.

Over a three-year timeline, the Army can return all detailed recruiters to the TOE force while allowing a private sales corporation the opportunity to carefully screen and hire Army sales associates. As recruiters approach 36 months in recruiting duty, they will return to the field force in concert with a private recruiter taking his or her place. Using a three-year phase-in approach will provide short-term continuity between active duty recruiters and private sales associates while minimizing reassignment turbulence for recruiters and their families.

Simultaneously, the Army's senior leadership will have the opportunity to convey the vision associated with this dramatic change both internally and externally. Involved leadership coupled with close oversight of the privatization transition will assuage potential doubts and fears. The most critical tenet of recruiting, the principle of recruiting with integrity will not be compromised though effective transitional oversight.

CONCLUSION

Until the Army is ready to privatize the recruiting force, it would be wise to consider the proposed organizational and institutional initiatives to ensure the capability to recruit a quality

force for the transforming Army. As the Army marches to the objective force it must maintain vigilance on the key reason the Army can accomplish its quality recruiting mission – quality people (NCOs) who accomplish the recruiting mission. The critical role of quality people shows in the following statement:

> ... what is the most important word a leader should always keep in mind that begins with the letter "P"? ... the answer is people. There is no substitute. Sports are living proof. A coach can be the greatest motivator, organizer, strategist, and taskmaster, but he or she is ultimately dependent on the talent, courage, and dedication of the people recruited for the team. It's one thing to cultivate talent – it's a leader's job – but the ingredients have to be there in some form in the first place ... you'll wallow around in mediocrity unless and until you find the best people.[48]

While the new Army advertising campaign pitches "An Army of One," the Army remains a team. As with any team, commitment, dedication, and a winning attitude are key ingredients to winning. In recruiting, earning mission accomplishment is winning. Legendary basketball coach and former soldier Mike Krzyzewski sums up the importance of people with a winning attitude when he states, "In building any team, it's important to remember that members of a team don't have to be perfect, they just have to keep trying to be the best they can be. That's my definition of a winning attitude."[49]

Quality people with a winning attitude will ensure the Army achieves its critical quality recruiting mission. As General Shinseki states, "These tough, resourceful, agile professionals, equipped with the best technologies and equipment our nation can provide and led by the most competent leaders we can grow, will remain Persuasive in Peace and Invincible in War, the ultimate guarantors of America's interests around the world."[50]

"Put 'em in boots!"

WORD COUNT 6,477

ENDNOTES

[1] Keith B. Hauk and Greg H. Parlier, "Recruiting, Crisis and Cures," Military Review, May/Jun 2000: 73-80

[2] BG Billie Cooper (USA, Ret), interview by author, Carlisle, PA, 10 December 2001

[3] Ibid.

[4] Ibid.

[5] Ibid.

[6] "Army Reserve Meets Recruiting Goal," [ArmyNEWS Link]; available from http://www.dtic.mil/armylink/news/Oct2000/a20001010usarecruiting.html; Internet; accessed 5 December 2001.

[7] United States Army Recruiting Command (USAREC) Pamphlet 350-7, April 2000, 2.

[8] BG Cooper interview.

[9] Omar Periu, Investigative Selling (Boca Raton: Omar Periu International, 1997), 99.

[10] Ibid., 77.

[11] Lt. Col Chris Lamson, USMC, interview by author, Carlisle Barracks, PA, 6 August 2001.

[12] BG Cooper interview.

[13] Neil Howe and William Strauss, Millennials Rising – The Next Great Generation (New York: Vintage Books, 2000), 4.

[14] Ibid., 4.

[15] Ibid., 4.

[16] Ibid., 7.

[17] Ibid., 7.

[18] Ibid., 8.

[19] Ibid., 8.

[20] Ibid., 8.

[21] Ibid., 9.

[22] Ibid., 9.

[23] Ibid., 10.

[24] Debbie Becht, Kevin Taglang and Anthony Wilhelm, "The Digital Divide and the US Hispanic Population," The Digital Beat, Volume 1, Number 13, 6 August 1999; available from http://www.benton.org/DigitalBeat/db080699.html; Internet; accessed 14 December 2001.

[25] Richard W. Judy and Carol D'Amico, Workforce 2020: Work and Workers in the 21st Century (Indianapolis: Hudson Institute, 1997), 108.

[26] "Hispanic Population Booms in the United States – Census Figures So Growth in Minority Groups," CNNfyi.com, 13 March 2001; available from http://fyicnn.com/2001/fyi/news/03/13/hispanic.census; Internet; accessed 14 December 2001.

[27] "US Hispanic Population Growth Projections (1995-2025)," available from http://www.clac.state.mn.us/english/usproj.htm; Internet: accessed 6 December 2001.

[28] Ibid.

[29] Becht, Taglang, and Wilhelm, Digital Beat, Internet, accessed 14 December 2001.

[30] Neela Banerjee, "Census Releases Data on Asian Subgroups," Asian Week, May 18-24, 2001; available from http://www.asianweek.com/2001_05_18/new2_census_subgroups.html; Internet, accessed 6 January 2002.

[31] Ibid.

[32] Commanding General, USAREC, statement during Unit Status Brief to Chicago Battalion Commander, Fort Knox, KY, 27 February 2001.

[33] Greg Johnson, "Enlisting Spanish to Recruit theTroops," Hispanic Vista, 19 March 2001, available from http://www.hispanicvista.com/html/010319mil.html; Internet, accessed 6 December 2001.

[34] John C. Maxwell, The 21 Irrefutable Laws of Leadership (Nashville, Nelson, 1998), 225.

[35] David C. Longhorn, Using Simulation to Model an Army Recruiting Station with Seasonality Effects, available from http://papers.maxwell.af.mil/research/ay/2000/afit/afit-gor-ens-00m-18.htm; Internet, accessed 29 November 2001.

[36] Vince Lombardi, Jr., What It Takes To Be #1 (New York: McGraw-Hill, 2001), 108.

[37] Jack Welch with John A. Byrne, Jack - Straight From the Gut (New York: Warner Books, 2001), 387-388.

[38] Lt. Col. Lamson interview, 6 August 2001.

[39] Spencer Johnson, M.D. Who Moved My Cheese? (New York, Putnam, 1998), 65.

[40] Robert Kriegel and David Brandt, Sacred Cows Make the Best Burgers (New York: Warner Books, 1996), 116.

[41] Bradley Graham, "Short-Term Remedy for Recruiters? Key Senator Backs 18-Month Enlistment," The Washington Post, 18 March 1999, p. A19, available from http://proquest.umi.com/pqdweb?Did=000000039836033&Fmt=3&Deli=1&Mtd=1&Idx=1; Internet, accessed 5 December 2001.

[42] Ibid.

[43] Ibid.

[44] Welch with Byrne, 384.

[45] Kriegel, 186.

[46] John P. Kotter, Leading Change (Boston: Harvard Business School Press, 1996), 21.

[47] Johnson, 82.

[48] Frank Pacetta with Roger Gittines, Don't Fire Them, Fire Them Up (New York: Simon & Schuster, 1995), 212.

[49] Mike Krzyzewski with Donald T. Phillips, Leading with the Heart (New York: Warner Books, 2000), 29.

[50] General Shinseki, Concept for the Objective Force – Concept Summary, accessed 10 January 2002

BIBLIOGRAPHY

Army News Link, "Army Reserve Meets Recruiting Goal," database on line; http://www.dtic.mil/armylink/news/Oct2000/a20001010usarecruiting.html.

Army Recruiting Command (USAREC) Pamphlet 350-7, April 2000.

Army Recruiting Command: Vision and Transformation Strategy (March 2001).

Becht, Debbie, Taglang, Kevin, and Wilhelm, Anthony, "The Digital Divide and the US Hispanic Population," The Digital Beat, Volume 1, Number 13, 6; Database on line, http://www.benton.org/DigitalBeat/db080699.html.

Banerjee, Neela, "Census Releases Data on Asian Subgroups," Asian Week, database on line, http://www.asianweek.com/2001_05_18/new2_census_subgroups.html.

CNN "Hispanic Population Booms in the United States – Census Figures So Growth in Minority Groups," database on line, http://fyicnn.com/2001/fyi/news/03/13/hispanic.census.

Cooper, Billie, BG (USA, Ret), interview by author, Carlisle, PA, 10 December 2001.

Commanding General, USAREC, statement during Unit Status Brief to Chicago Battalion Commander, Fort Knox, KY, 27 February 2001.

Graham, Bradley, "Short-Term Remedy for Recruiters? Key Senator Backs 18-Month Enlistment," The Washington Post, 18 March 1999, database on line http://proquest.umi.com/pqdweb?Did=000000039836033&Fmt=3&Deli=1&Mtd=1&Idx=1.

Hauk, Keith B., and Parlieer, Greg H. "Recruiting, Crisis and Cures," Military Review, May/Jun 2000.

Howe, Neil and Strauss William, Millennials Rising – The Next Great Generation. New York: Vintage Books, 2000.

Johnson, Greg, "Enlisting Spanish to Recruit theTroops," Hispanic Vista, database on line, http://www.hispanicvista.com/html/010319mil.html.

Johnson, Spencer, M.D. Who Moved My Cheese? New York, Putnam, 1998.

Judy, Richard W. and D'Amico. Carol, Workforce 2020: Work and Workers in the 21st Century. Indianapolis: Hudson Institute, 1997.

Kotter, John P. Leading Change. Boston: Harvard Business School Press, 1996.

Kriegel, Robert and Brandt, David. Sacred Cows Make the Best Burgers. New York: Warner Books, 1996.

Krzyzewski, Mike with Phillips, Donald T. Leading with the Heart. New York: Warner Books, 2000.

Lamson, Chris, Lt. Col, USMC. interview by author, Carlisle Barracks, PA, 6 August 2001.

Lombardi, Vince, Jr. What It Takes To Be #1. New York: McGraw-Hill, 2001.

Longhorn, David C. Using Simulation to Model an Army Recruiting Station with Seasonality Effects, database on line, http://papers.maxwell.af.mil/research/ay/2000/afit/afit-gor-ens-00m-18.htm.

Maxwell, John C. The 21 Irrefutable Laws of Leadership. Nashville, Nelson, 1998.

Pacetta, Frank with Gittnes. Don't Fire Them, Fire Them Up. New York: Simon & Schuster, 1995.

Periu, Omar. Investigative Selling. Boca Raton: Omar Periu International, 1997.

Rauche, Philip, MPRI Contract Recruiter Supervisor for 3rd Army Recruiting Brigade, telephone interview by author, 14 August 2001.

State Department. "US Hispanic Population Growth Projections (1995-2025)," database on line, http://www.clac.state.mn.us/english/usproj.html.

Shinseki, General. Concept for the Objective Force – Concept Summary, database available on line.

Welch, Jack with Byrne, John A. Jack - Straight From the Gut. New York: Warner Books, 2001.