

USAREC June 2013 Talking Points

USAREC Mission: Provide the Strength of the Army –
 The United States Army Recruiting Command recruits the most qualified men and women to serve as Soldiers, both officer and enlisted, to meet the needs of the Army and acts as the Army’s ambassador to the American people.



FY13 Recruiting Requirements



USAREC will Recruit –

- **69,000** Regular Army (RA)
- **20,130** Army Reserve (AR)

And Also Recruit For...

In-Service	RA	AR	
	883	611	Army Medical Department (AMEDD)
	135	0	Chaplain
	0	50	Chaplain Candidate
	550*	320*	Officer Candidate (OCS)
	1,540*	0	Special Forces (18X)
	85*	17*	Translator (09L)
	128*	0	Band
	200	0	Ordnance (89D)
	2,850	0	Special Forces Officer/Enlisted
	330	0	Cultural Support Team
	962	0	Civil Affairs Officer/Enlisted
	511	0	Military Information Support Operations (MISO) Officer/Enlisted
	385	0	160 th Special Operations Aviation Regiment (SOAR)
	200	0	Non-Rated Crew Members (NRCM)
	50	0	Aviation Back Shop Maintenance
	100	45	Service Support
	614	0	In-Service Warrant Officer (Tech)
	352	0	In-Service Warrant Officer (Flight)







* OCS, 18X, 09L and Band already Counted in the RA 69.0K & AR 20,130K Enlisted Count



ARMY STRONG

FY13 MSN Letter Chg2 15 Jan 2013

Key Messages

- Recruiting success continues in FY 13, but the Army and the US still face challenges as we recruit the all-volunteer force, particularly for the US Army Reserve.
- The Army is looking for the best qualified to join the profession of arms, those with a genuine desire to serve.
- Young people must aspire to be a Soldier, to embrace the Warrior Ethos.
- Fewer than one in four 17-24 year olds are fully qualified to join the Army.
- Public support to Soldiers remains strong.
- The Army seeks qualified, motivated Americans to step forward and serve.
- The Army seeks adult advocates to support a youth’s decision to join the Army.

Purpose of these Talking Points

The following talking points and links to informational web sites are provided to assist Recruiting Command personnel at all levels to respond to questions from the general public and the news media. This information can also be helpful when preparing for speaking engagements, community and school presentations and other recruiting activities in your communities.

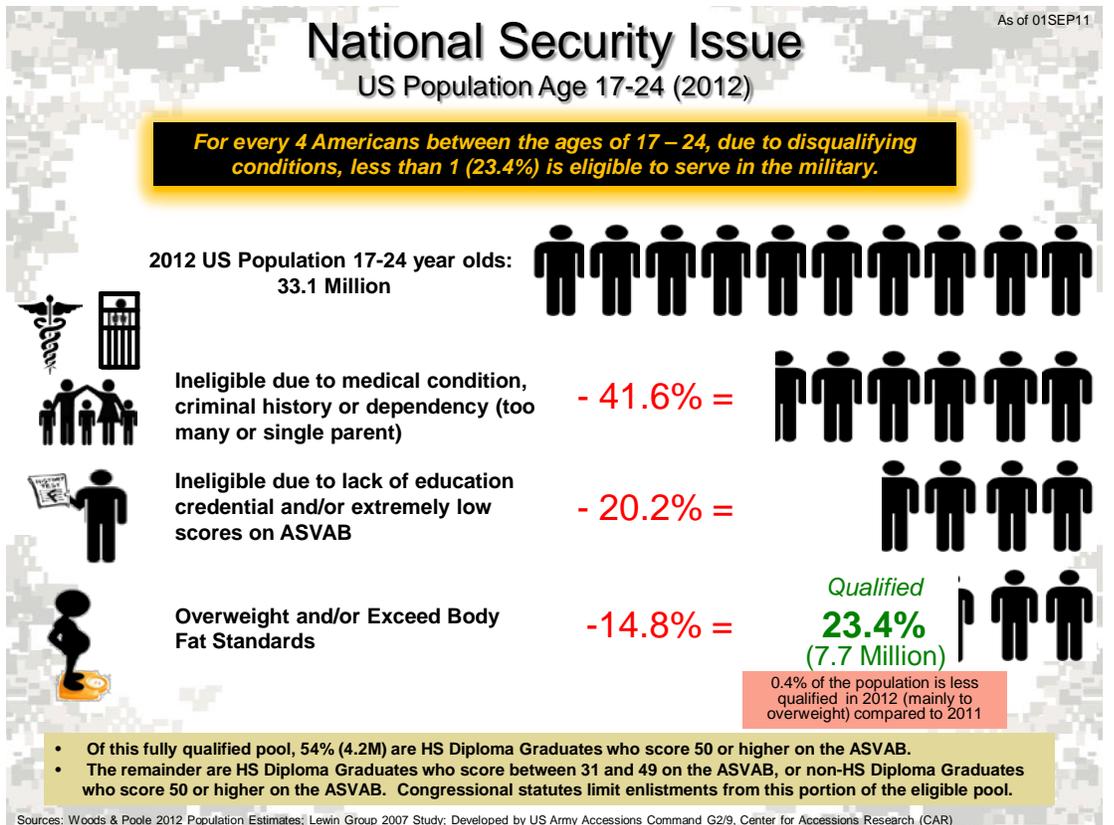
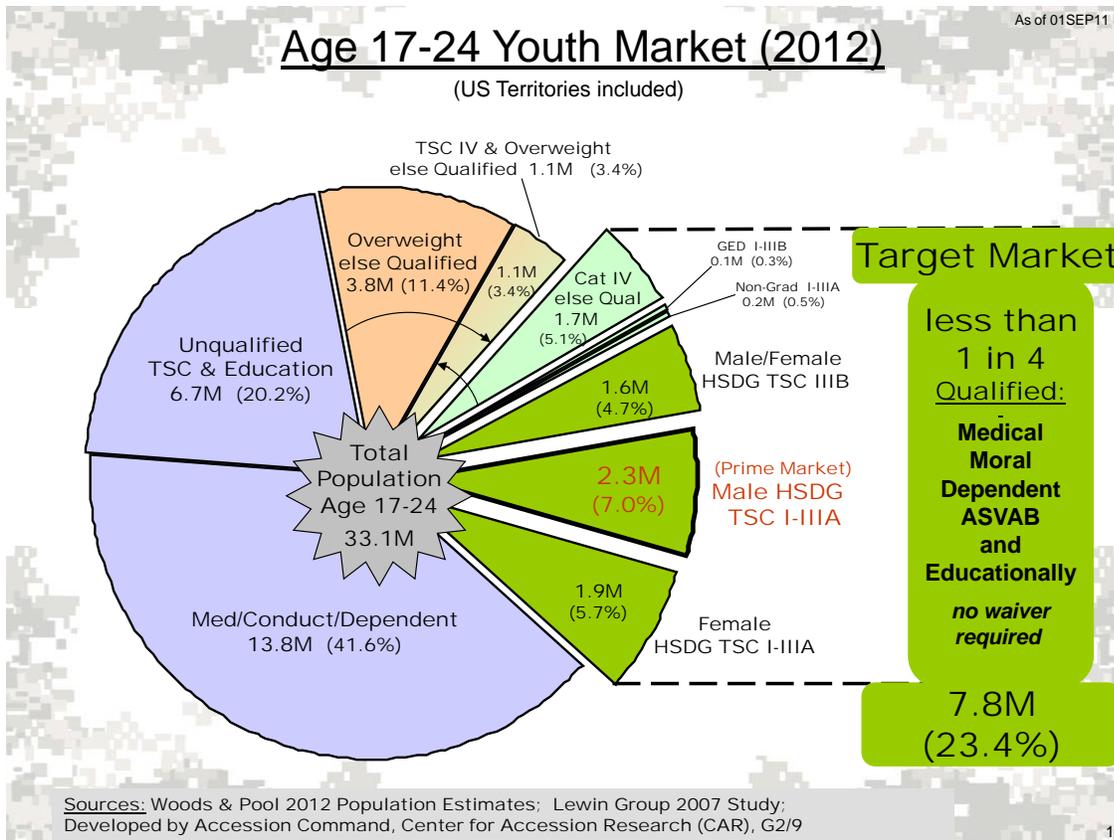
Potential Audiences and Relevant Messages by Audience

- **Congressional leaders:** Compensation and benefits commensurate with the demanding rigors of Army service will ensure that USAREC will continue to meet its goals.
- **General Officers, CASAs, Reserve Ambassadors, and Command Sergeants Major:** Your continued support with community engagement is critical to US Army Recruiting Command providing the strength of the Army and Army Reserve.
- **Educators:** Access to high schools and colleges benefit everyone: educators, students, and the Army. The public education crisis in the US needs assistance that March 2 Success and the ASVAB provides. Recruiters offer programs, opportunities, and abilities to educators and students in all education settings.
- **Business leaders:** The PaYS and Reserve EPO programs offers companies productive employees – who have already been professionally trained and experienced in their specific job skill – without the employers having to spend precious training and human resource recruitment dollars.
- **Other influencers (parents, relatives, coaches, employers):** Parents and other influencers should support a prospect’s interest in – or decision to join – the Army because there are literally hundreds of opportunities for young adults to become highly educated, confident leaders of tomorrow. Service in the armed forces is one of the noblest endeavors anyone can undertake.
- **Soldiers and other internal audiences:** Tell your Army story. Refer potential applicants to Army recruiters so young men and women can enjoy the same opportunity.

USAREC Vision: *Strength Starts Here*

A carefully selected team of dedicated professionals sustaining an All-Volunteer Army...with Soldiers and Civilians who truly embrace the Army's values and Warrior Ethos, and who understand the strategic importance of our mission. Enabled by leading edge technologies and premier recruiting practices...we establish and maintain enduring relationships with Centers of Influence, Future Soldiers, Families and the American Public.

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NOTE: *FY 13 market analysis slides have not been developed, as the Army Marketing and Research Group is looking for new ways to monitor, develop, and represent the target market demographics. You may use these slides and statistics to illustrate recruiting challenges, with the caveat that while the slides themselves are out-dated, the numbers don't shift radically from year to year. Therefore, the challenges of FY 12 remain in FY 13.*

SLIDE DATA SOURCES:

Fewer than 1 in 4 qualified -- Woods & Pool 2012 Population Estimates; Lewin Group 2007 Study

1 in 5 do not graduate -- <http://nces.ed.gov/pubs2011/2011012.pdf> -- National Center for Education Statistics, US Department of Education: Trends in High School Dropout and Completion Rates in the United States: 1972–2008 Compendium Report, DECEMBER 2010. Department of Education statistics take 2-3 years to develop.

1 in 5 overweight -- <http://www.childstats.gov/americaschildren/health7.asp>

SOURCE: National Center for Health Statistics, National Health and Nutrition Examination Survey.

- In 1976-1980, only 6 percent of children ages 6-17 were obese. This percentage rose to 11 percent in 1988-1994 and to 17 percent in 2005-2006. In 2007-2008, 19 percent of children ages 6-17 were obese, which was not statistically different from the percentage in 2005-2006.
- Combined data for the years 2005-2008 indicate that Mexican American and Black, non-Hispanic children were more likely to be obese than White, non-Hispanic children.
- In 2007-2008, 20 percent of children ages 6-11 were obese and 19 percent of adolescents ages 12-17 were obese. There was no statistical difference between the percentages of the younger and older age groups.
- In 2007-2008, there was no statistical difference between boys and girls in the percentage of children who were obese.

USAREC Fiscal Year 2013 Focus Areas

1. Forging America's Strength – Becoming Strong, Being Strong, Staying Strong
2. Selecting only those with the highest qualifications...and genuine desire
 - a. Expanding Army presence in high schools/colleges
 - b. Expanding our partnership with America
 - c. Updating the Perceptions of Influencers
3. Focusing on/excelling in Small Unit Recruiting
4. Maintaining effective Future Soldier Programs
5. Creating positive leadership environments
6. Exhibiting the highest standards of professionalism...both on/off duty
7. Taking care of our People and Families



Forging America's Strength – Becoming Strong, Being Strong, Staying Strong

Forging America's Strength is focused on building a strong foundation in FY13 for USAREC's long-term campaign plan, "Building for the Future." The three components to Forging America's Strength are: Becoming Strong, Being Strong, and Staying Strong.

Forging America's Strength

- Forging America's Strength reflects USAREC's commitment to selecting and developing youth who will become Army Strong, who will exhibit Army Strong values while serving, and who will remain Army Strong members of the community on their return.
- Becoming Strong is about selecting the most qualified youth to serve in our Army and on helping youth to develop the skills and attitude that help them Stay Qualified for Life.
- Being Strong focuses on USAREC Soldiers exhibiting Army values in the community and about assisting the Army in Telling the Army Story in communities across the nation.
- Staying Strong is about reaching out to retired and former Soldiers to remain Army Strong for Life.

Becoming Strong

- USAREC will concentrate its efforts in communities in FY13 on:
 - Expanding Army presence in high schools/colleges
 - Expanding our partnership with America
 - Updating the perceptions of influencers
- USAREC will partner with the Nation's educators to achieve the shared goal of helping youth to Stay Qualified for Life (stay in school, stay fit, stay out of trouble).
- Leveraging and synchronizing our efforts with other programs like Project Lead the Way, the D.A.R.E. program, and March 2 Success will be critical to our success.

Being Strong

- USAREC's Soldiers will exhibit the Army values while acting as ambassadors to the Nation for the Army and as role models for those young men and women who aspire to be Army Strong.
- USAREC will also focus on building mutually beneficial relationships with community leaders and the rest of the Army, to include the Army Reserve and National Guard.
- USAREC is supporting the Chief of Staff of the Army's "Tell the Army Story" (TTAS) campaign through engagements with youth, educators, parents, and other influencers in every community in the Nation.
- USAREC is also supporting OCPA's "Community Connect" program, a component of TTAS, as part of Being Strong. Our efforts will assist OCPA in targeting senior Army leader engagements in their hometowns.

Staying Strong

- USAREC will increase its reach to retired and former Soldiers in every community in the Nation, encouraging them to remain Army Strong for Life.
- USAREC will engage military and veterans service organizations such as the Association of the United States Army (AUSA), Veterans of Foreign Wars (VFW), the American Legion, the Military Officer's Association of America (MOAA), and the Non-Commissioned Officers Association (NCOA).
- USAREC supports the Soldier For Life program and will focus our efforts on assisting Soldiers reintegrating into the community through outreach with our Grassroots programs.
- Our outreach to veterans is key, not only to the success of programs like Soldier for Life, but to our recruiting success. We need their stories to validate how Army opportunities can help a young person focus on future goals and ways to achieve those goals.
- This new generation of veterans are the living, breathing embodiment of what Army opportunities can do for a young man or woman.
- We will encourage and highlight our proud veterans who are shining examples of Army service and opportunity.

Army Strategic Messages

People are Our Army

- The Army is the strength of the Nation. Soldiers are the strength of our Army. Our families are the strength of our Soldiers. We must sustain these bonds of trust.
- Our enduring priority is to preserve our high-quality All Volunteer Force – Active, Guard and Reserve.
- America's greatest generations are built on the strength of America's strongest citizens – U.S. Soldiers.

Meeting the Needs of the Nation

- As an Army, we share in the sacrifice of all Americans during this period of fiscal uncertainty and must shape the Army of 2020 with an understanding of both our national security obligations and the fiscal constraints we all share.
- We will continue to be good stewards of the resources we're provided by developing the capabilities the Nation needs through prudent investment, modernization and transformation of the institutional Army.
- The Army profession is the Nation's preeminent leadership experience, developing the Nation's future leaders.

America's Force of Decisive Action

- The U.S. Army is the most decisive land force in the world. No matter the task, no matter the environment, no matter the difficulty – America's Army will always accomplish the mission.
- As America's decisive force, the Army provides our national security decision makers with greater flexibility in responding to national security challenges at home and abroad against both conventional and hybrid threats.
- Our Army is responsive, innovative, flexible, agile and lethal, providing versatility and depth to the Joint Force.
- As a member of the Joint Force and interagency team, the Army is responsive and effective for Combatant Commanders; provides training, equipment and logistical support to our sister services; and quickly integrates and synchronizes Army operations within larger joint, interagency and multinational efforts.
- To meet today's challenges and tomorrow's uncertain conflicts, we must field an Army that can rapidly dominate any operational environment and provide decisive results across a full range of missions to include: deterring and defeating aggression; providing humanitarian assistance; engaging with our allies while building partner capacity; facilitating strategic access to other armies; and supporting civil authorities at home and abroad.
- As we transition to a leaner, more agile Army we will shape a future force that has the capability and versatility to prevent conflict; shape the environment; and decisively win our Nation's wars.
- America's Army is a globally recognized symbol of our national resolve and commitment. We are and will remain the best manned, best equipped, best trained, best led and most decisive land force in the world.

Recruiting Topics

Enlistment criteria

- The Army continues to attract highly qualified and motivated individuals who aspire to serve.
- Department of Defense and Department of the Army enlistment criteria call for at least 90 percent of non-prior service accessions to be high school diploma graduates, no less than 60 percent to score in Test Score Categories I-III A, and allow no more than 4 percent to score in Test Score Category IV.
- U.S. Army Recruiting Command will manage Fiscal Year 2013 accessions in order to ensure compliance with the annual criteria.
- Army recruits have a much higher aptitude than the general youth population. Department of Defense uses an aptitude test, the Armed Services Vocational Aptitude Battery (ASVAB), for screening. This test is “normed” to a nationally representative sample of youth. In FY 12, 62.8 percent of active Army recruits scored above the 50th percentile; by definition, only 50 percent of American youth did.

Recruiting with Integrity

- There are more than 8,000 Soldiers recruiting throughout the United States. These Soldiers continue to recruit with integrity and uphold the Army Values.
- Everyone in recruiting is disappointed when a recruiter fails to uphold the Army Values. The U.S. Army Recruiting Command takes allegations of recruiting impropriety very seriously. We investigate every allegation of recruiting impropriety that is brought to our attention, and we take appropriate actions as necessary upon completion of the investigation.

Combat-Related Jobs Open to Women

There are two parts to the effort to open up combat-related jobs to women:

1. The Army will place women in 37 battalions in nine of its 45 active-duty BCTs. These Soldiers will be placed in MOSs that already are open to women. However, women didn't previously serve in these units because regardless of the MOS, they were barred from being assigned to combat units below the brigade level.
2. Additionally, six military occupational specialties (MOSs) were opened to women effective May 14, 2012.
 - Multiple Launch Rocket System crewmember, 13M
 - MLRS operations fire detection specialist, 13P
 - Field artillery fire finder radar operator specialist, 13R
 - M1 Abrams tank system maintainer, 91A
 - Bradley Fighting Vehicle system maintainer, 91M
 - Artillery mechanic, 91P

The Army has gender-neutral physical standards for each MOS. Gender-neutral physical standards are standards required for a specific job that are no different for women than men. In other words, the physical standards required are what have been deemed the minimum physical standards necessary to successfully perform a given job, and are therefore no different for women Soldiers than for male Soldiers.

Soldier Stories

The following Web sites offer stories about Soldiers serving today. Please review and consider using in your newsletters and/or reposting in your social media channels.

- Army Stories of Valor <http://www.army.mil/valor/>
- DoD Heroes <http://www.defenselink.mil/heroes/>
- America's Army Real Heroes <http://www.americasarmy.com/realheroes/>
- Army Strong Stories <http://www.armystrongstories.com/>
- 1st Cavalry Div Moments of Valor <http://pao.hood.army.mil/1stcavdiv/heroes/valor/valor.htm>

Army Recruiting Online

- **Recruiting News** – Visit www.army.mil/usarec to see what's going on across the command. Army news can be found at <http://www.army.mil/news/>
- **U.S. Army Recruiting Command Facebook Page** – Keep up with news, resources, events, and information about all things USAREC at <http://facebook.com/USAREC>
- **Pocket Recruiter Guide update** – The 2013-2014 Pocket Recruiter Guide is available online at <http://www.usarec.army.mil/support/resources.htm>
- **STAND-TO!** The official focus of the Army, content delivered on a daily basis. <http://www.army.mil/standto/>

Observances

June:

- **National Safety Month** – for information, see the National Safety Council web site at http://www.nsc.org/nsc_events/Nat_Safe_Month/Pages/home.aspx
- **12 June** – Farewell Ceremony for CSM Todd Moore, USAREC CSM, USAREC HQ
- **13 June** – Change of Command Ceremony with MG David L. Mann and MG Allen W. Batschelet. Brooks Field, Fort Knox
- **Army Birthday Week** – check out the Army Birthday Toolkit on the Public Affairs Portal on AKO -- www.us.army.mil/suite/page/publicaffairsportal

DON'T FORGET! The 40th Anniversary of the All-Volunteer Force is 1 July 2013.

Army Birthday – 14 June 2013

Talking Points

- Two-hundred and thirty-eight years ago, our Nation's leaders established the Continental Army, beginning a rich heritage of successfully defending this great country and her citizens. Today, we celebrate the continued honor, loyalty and bravery of our Soldiers in this noble calling.
- The Nation's freedom rests in the hands of our Soldiers, Families and Civilians who defend "The Stars and Stripes." Their dedication makes them the strength of our Army.
- Our Army celebrates over two centuries of defending freedom, our flag and democracy around the world. To all those who serve both at home and abroad, to their Families who continue to endure and to the civilians who support them, we say "Happy 238th Birthday."
- As we celebrate our Army's birthday, we are reminded of our Active and Reserve Component Soldiers still serving in Afghanistan, we're reminded of our National Guard Soldiers conducting operations in support of our homeland and we're reminded of our Veterans past and present who served under the same flag.

Regarding celebrating the Army Birthday under fiscal constraints:

The current fiscal constraints affect readiness, the Total Army (Active and Reserve components), DA Civilians and impact local communities. Prudent and deliberate planning continues to ensure we are being good stewards of our Nation's resources.

- In order to meet our national security responsibilities, the Army will prioritize readiness and programs based on our strategy, while adjusting to the fiscal resources available.
- We will maintain the best Army we can with the resources given, however, going forward there will be things we can no longer do.
- The Army's priorities are to support those deployed or preparing to deploy, and to sustain critical Soldier and Family programs.
- Throughout our 238 year history we have faced complex challenges, but through our leadership and innovation we succeeded. We will meet these current challenges head on.
- All Army Birthday events and activities take into consideration the current fiscal environment.

Questions and Answers

Q. What is the significance/purpose of this event?

A. Two hundred and thirty-eight years ago, our Nation's leaders established the Continental Army, beginning a rich heritage of successfully defending this great country and her citizens. Today, we celebrate the continued strength, professionalism and bravery of our ready and resilient Soldiers in the All-Volunteer Force. Our Soldiers remain Army Strong with a lifelong commitment to our core values and beliefs. Following more than 12 years of war, the Army remains committed to the readiness, training and advancement of the Total Army through the Army initiatives: Ready and Resilient, The Army Profession and Soldier for Life. This 238th birthday commemorates America's Army -- Soldiers, Families and civilians -- who are achieving a level of excellence that is truly Army Strong. We also celebrate our local communities for their steadfast support of our Soldiers and Families. We are "America's Army: Service to the Nation, Strength for the Future."

Q. What impression do you hope to convey today to the American public on the 238th birthday of the Army?

A. Our Army celebrates over two centuries of defending freedom, our flag and democracy around the world. The Nation's freedom rests in the hands of our Soldiers, Families and Civilians who defend "The Stars and Stripes." Their dedication, professionalism and bravery makes them the strength of our Army. As we celebrate our Army's birthday, we are reminded of our Active and Reserve Component Soldiers still serving in Afghanistan and around the globe, we're reminded of our National Guard Soldiers conducting operations in support of our homeland and we're reminded of our Veterans past and present who served under the same flag. Following more than 12 years of war, the Army remains committed to the readiness, training and advancement of the Total Army through the Army initiatives: Ready and Resilient, The Army Profession and Soldier for Life. This 238th birthday commemorates America's Army - Soldiers, Families and civilians - who are achieving a level of excellence that is truly Army Strong.

Q. Where events are being held to commemorate this occasion?

A. The main effort will take place in the New York City, NY, with a cake cutting in Times Square, band performance at Bryant Park, and Ready & Resilient Panel discussion. There are other Army-wide celebrations including events in the National Capital Region, Philadelphia, Chicago and most Army installations. The inclusion of discussion panels during this year's Army Birthday events allows the Army to communicate key Army messages for **Ready and Resilient** (New York City), **Soldier for Life** (Chicago) and **The Army Profession** (Philadelphia) and provides professional development opportunities. Visit <http://www.army.mil/birthday> for a listing of events.

Q. What is the relationship between the Army Birthday and Flag Day?

A. When the American Revolution broke out, the rebellious colonies did not possess an army in the modern sense. In the spring of 1775, this "army" was about to confront British troops near Boston, Massachusetts. The revolutionaries had to re-organize their forces quickly if they were to stand a chance against Britain's seasoned professionals. Recognizing the need to enlist the support of all of the American seaboard colonies, the Massachusetts Provincial Congress appealed to the Second Continental Congress in Philadelphia to assume authority for the New England army. Congress voted to "adopt" the Boston troops on June 14, although there is no written record of this decision, becoming the recognized birth date of the U.S. Army. George Washington received his appointment as commander-in-chief of the Continental Army the next day, and formally took command at Boston on July 3, 1775.

According to oral history, Betsy Ross was approached by George Washington, among others, two years later to make a flag based on a sketch he showed her. On June 14, 1777, in order to establish an official flag for the new nation, the Continental Congress passed the first Flag Act: "Resolved, That the flag of the United States be made of thirteen stripes, alternate red and white; that the union be thirteen stars, white in a blue field, representing a new Constellation." Flag Day - the anniversary of the Flag Resolution of 1777 - was officially established by the Proclamation of President Woodrow Wilson on May 30, 1916. While Flag Day was celebrated in various communities for years after Wilson's proclamation, it was not until August 3, 1949, that President Truman signed an Act of Congress designating June 14th of each year as National Flag Day.

Q. What should this mean for Soldiers, veterans, civilians and Family members?

A. Commemorating the Army Birthday offers the Army an opportunity to tell the Army story to a wide range of audiences, demonstrating its breadth of capabilities and recognizing that Soldiers, their Families and civilians make the Army strong. The Nation's freedom rests in the hands of our Soldiers, Families and Civilians who defend "The Stars and Stripes." As we celebrate our Army's birthday, we are reminded

of our Active and Reserve Component Soldiers still serving in Afghanistan and around the globe, we're reminded of our National Guard Soldiers conducting operations in support of our homeland and we're reminded of our Veterans past and present who served under the same flag. The Army Birthday provides the opportunity to thank our Families for remaining a source of strength and resilience; thank our Civilians for their steadfast dedication to mission; and thank our Soldiers and Veterans, who are Soldiers for life, for their remarkable determination to defend our Nation with unwavering resolve that is truly inspiring.

Q. In this time of fiscal constraints does it make sense to spend tax dollars on celebrations?

A. The Army is focused on being fiscally responsible while celebrating this milestone in Army history in an appropriate manner. We conducted prudent planning in accordance with birthday celebrations of years past within the current fiscal environment. We will continue to be good stewards of our nation's resources. The Army Birthday is one of three major communication platforms of the year to inform the American people and help us sustain the Army's connection with local communities. Sustaining a connection with the American public enables the Army to recruit and preserve the All-Volunteer Force, and allows the Army reach areas of the country where the Army does not usually engage or that are identified as having lower than average knowledge of/support for the Army. The Army will leverage this opportunity to engage in local outreach and inform the public on the Army's commitment to the readiness, training and advancement of the Total Army through the Army initiatives: Ready and Resilient, Soldier for Life and The Army Profession.

Q. Are Army Birthday activities used as a recruiting tool?

A. People are our Army. Sustaining a connection with the American public enables the Army to recruit and preserve the All-Volunteer Force, and allows the Army reach areas of the country where the Army does not usually engage or that are identified as having lower than average knowledge of/support for the Army. The Nation's freedom rests in the hands of our Soldiers, Families and Civilians and preserving the All-Volunteer Force.

Q. Why was the Army Birthday Ball cancelled?

A. Due to the uncertain Fiscal Year 2013 funding caused by the combined effects of a possible year-long Continuing Resolution (CR) and sequestration, along with the need to protect funding for wartime operations, the Army Birthday Ball was cancelled. This action supports the Army's overall effort to reduce spending of appropriated funds, prudent planning within the current fiscal environment and being good stewards of our nation's resources.

Q. Navy Fleet Week was cancelled. Why is the Army still having a celebration?

A. The Army is focused on being fiscally responsible while celebrating this milestone in Army history in an appropriate manner. We conducted prudent planning in accordance with birthday celebrations of years past within the current fiscal environment. We will continue to be good stewards of our nation's resources. The Army Birthday is one of three major communication platforms of the year to inform the American people and help us sustain the Army's connection with local communities. The Army will leverage this opportunity to engage in local outreach and inform the public on the Army's commitment to the readiness, training and advancement of the Total Army through the Army initiatives: Ready and Resilient, Soldier for Life and The Army Profession. Due to the Army's careful planning, other services and the Department of Defense are using the Army as a model for appropriate celebrations and outreach efforts with the community in a fiscally constrained environment.

40th Anniversary of the All-Volunteer Force

As the largest of the Armed Forces, the U.S. Army Recruiting Command is proud to celebrate the 40th anniversary of the All-Volunteer Force. Since July 1, 1973, the U.S. Army has depended on volunteers to serve in the world's premier ground force. From the dark days at the end of the Vietnam Conflict through the establishment of democracy in the Islamic Republic of Iraq, the U.S. Army has become the best trained, best equipped, best led force in the world. Our all-volunteer Army is an example to other nations trying to end their own conscripted armies, and our success is derived from the individual's genuine desire to serve our Nation. By honing our qualifications, balancing our incentives, and focusing on training, the all-volunteer Army has successfully transitioned to a Profession of Arms.

Key Messages:

- The All-Volunteer Force officially began on 1 July 1973, ending decades of conscription.
- “The all-volunteer force has surpassed expectations. After more than a decade of sustaining combat operations in Iraq and Afghanistan while meeting other global obligations, our force has been successful by virtually every measure. The ‘total-force’ concept, which I conceived, more closely links active-duty, National Guard and reserve military components. The volunteer military is more intelligent, fit, committed and representative than ever. Moreover, it has proved more cost-effective than a draft force.” ~ Melvin R. Laird, former Secretary of Defense, op-ed Wall Street Journal, 23 Feb 2013
- The American military has transformed itself over the past 40 years from a force of mostly conscripts and draft-motivated “volunteers” held in low esteem by the American public to a force of professionals sustained in peacetime, tested in battle, and respected throughout the world.
- “We have the finest military on Earth because we have the finest people on Earth, because we recruit and we retain the best that America has to offer.” ~ William S. Cohen, Secretary of Defense, Jan. 17, 2001
- The United States Army is the best trained, best equipped, best led ground force in the world.
- While some worry about the resiliency of the all-volunteer force during periods of prolonged stress and long-term commitment, and others decry the perceived lack of social representativeness of the all-volunteer force, no one can deny that it is the finest fighting force the United States has ever fielded.
- “We unanimously believe that the nation’s interest will be better served by an all-volunteer force, supported by an effective standby draft, than by a mixed force of volunteers and conscripts.” ~Gates Commission Report, Feb. 20, 1970
- The All-Volunteer Force has changed the American military in remarkable ways. The “quality” of the force, measured by scores on standardized IQ tests, has improved. The percentage of new recruits who are high school diploma graduates was increased. The AVF has dramatically increased the number of career personnel and increased the proficiency and

professionalism of the force. Despite fears that an all-volunteer force would separate the Army from the American people, the all-volunteer force is broadly representative of the American people.

- The AVF has been a resounding success for the American military and the American people.
- It has resulted in a professional, career-oriented military that has proven itself on battlefields throughout the world.
- The AVF is a force that is generally representative of American society and has provided outstanding employment opportunities for groups that have long been excluded from the mainstream of society.
- The AVF is a leading employer of women, with equal pay for equal work. It is the most racially integrated institution in America.
- The AVF is a resilient and flexible force that has integrated the full-time, active-duty soldier with his part-time, civilian reserve counterpart to form a truly total force.
- Moreover, this has been done with an affordable budget and with a competitive wage.
- Today, people join because they want to join, not because someone is forcing them to serve.
- Today the all-volunteer force is one that values the individual, and through increased levels of retention, individuals signal back that they value the all-volunteer force.

Questions and Answers:

Q1. What prompted the move away from military conscription in America?

A1. Conscription is not the norm for America. Americans have historically distrusted standing militaries. A citizen militia — the National Guard of today — is provided for in the Constitution as a counter to a strong standing federal army. While there was an implied obligation for all to “provide for the common defense,” the first national draft did not come until the Civil War. In fact, the United States has relied on conscription for only 35 years of its 237-year history, and that was mostly in the 20th century. Due to the ever-increasing public dismay with the conflict in Vietnam, support for conscription began to erode in the 1960s.

Q2. Why did the United States move from conscription to an all-volunteer force?

A2: By fall 1968, the unpopularity of the Vietnam War and the draft motivated the Republican candidate for President, Richard Nixon, to publicly announce that he would abolish the draft and establish an all-volunteer military, if elected. During the campaign, Nixon noted that a conscription system that “arbitrarily selects some and not others simply cannot be squared with our whole concept of liberty, justice and equality under the law. . . in the long run, the only way to stop the inequities is to stop using the system” (Nixon, 1968). After he was elected, President Nixon established a commission to study what it would take to establish a successful all-volunteer force.

Q3. What factors did the Gates Commission study before they made their final recommendations to the president?

A3. The commission addressed key military-manpower issues, including supply and demand, attrition and retention, and the mix of career and non-career members in the context of management efficiency and personal equity. The commission looked at pay, in-kind compensation and benefits, career progression, medical care, education, and service obligations. In the final analysis, the commission concluded that the nation's interests would be better served by an all-volunteer force than by a combination of volunteers and conscripts.

Q4. What recommendations did the Gates Commission make to President Nixon?

A4. The commission made three recommendations to the President for implementing an all-volunteer force: (1) raise military pay, (2) improve the conditions of military service and recruiting, and (3) establish a standby draft system by June 30, 1971.

Q5. Was there a recognizable difference between “draftees” and the new volunteers from the beginning of the AVF?

A5. Soldiers who served in the early days of the All-Volunteer Force say the differences were remarkable in discipline, esprit de corps, and pride in service. Levels of indiscipline, absenteeism and inefficiency diminished markedly with the advent of the All-Volunteer Force.

Q6. Why did young people join the AVF?

A6. There are many reasons to join. Here is a sampling:

- **Education** – With college costs soaring not many people can afford to pay for education, but nearly two-thirds of all high school graduates want to attend college. The Loan Repayment Program, Tuition Assistance and the G.I. Bill are just two programs the military offers to help them pay or offset the cost of a college degree.
- **Money** – Military pay starts off pretty well for an entry level job, and increases with experience. Plus there are no costs for meals or room and board!
- **Medical coverage** –The military's medical benefits are virtually universal for both the service member and his/her family members.
- **Career** – Many people want to find a job where they can stay, be rewarded for hard work, and move up. The military offers all of this. Retirement begins after serving as little as 20 years.
- **Travel** – Imagine living in Europe or Japan, Hawaii or Alaska, Spain or Guam or almost anywhere in the United States. The military has installations all over the world and not only pay for you and your family to get there but will pay to ship all of your household goods too. A perk: off-duty time to travel and see the world!
- **Camaraderie** – The sense of belonging and friendship from serving alongside others everyday is second to none. Knowing that these individuals will do anything to protect you and you in turn would do the same for them sets the people in the military apart from most other jobs in the world.
- **Direction** – Not everyone graduates from high school knowing exactly what they want to do. The military gives these individuals a place to get some experience and figure out that path to the future.

- **Real world skills** – Learning a trade is only half the battle. Many employers want skill training plus actual experience using that skill. Many military jobs directly convert to civilian jobs, so the military is a great place to learn a skill, get the experience, and then take that skill with you when you leave the military.
- **Patriotism/Honor** – Many join the military to give back to this great country. Service to country is a great tradition.
- **Just Because** – Some individuals join the military because they think it sounds cool. Maybe they want to use the latest technology, work with police or bomb dogs, work with billion dollar aircraft, or do something out of their comfort zone or leave their hometown and see the world. All are equally great reasons to join the military.

Q7. What effect has the AVF had on the U.S. Military since its inception?

A7. The AVF has changed the American military in remarkable ways. The “quality” of the force, measured by scores on standardized IQ tests, has improved. The percentage of new recruits who are high school diploma graduates was increased. The all-volunteer force has dramatically increased the number of career personnel and increased the proficiency and professionalism of the force. A largely unexpected consequence of moving to a professional military with better pay was a higher rate of reenlistment and a sharp rise in the size of the career force relative to the overall force. At the same time, despite fears that an all-volunteer force would separate the Army from the American people, the AVF is broadly representative of the American people.

Q8. How do we know the AVF has been successful and should be sustained?

A8. In the past 40 years, experience has shown that volunteers perform better and stay in the military far longer than draftees. The AVF has been a resounding success for the American military and the American people.

- The AVF has resulted in a professional, career-oriented military that has proven itself on battlefields throughout the world.
- The AVF is a force that is generally representative of American society and has provided outstanding employment opportunities for groups that have long been excluded from the mainstream of society.
- The AVF is a leading employer of women, with equal pay for equal work.
- The AVF is the most racially integrated institution in America.
- The AVF is a resilient and flexible force that has integrated the full-time, active-duty soldier with his part-time, civilian reserve counterpart to form a truly total force.
- Moreover, this has been done with an affordable budget and with a competitive wage.
- Today, people join because they want to join, not because someone is forcing them to serve.
- Today, the AVF is one that values the individual, and through increased levels of retention, individual service members signal back that they value the AVF.

Q9. Has there ever been discussion and support for a return to conscription?

A9. In 2006, Rep. Charles Rangel (D-NY) renewed his call for a return to the draft. Charging that the war in Iraq was being fought disproportionately by the poor and minorities, Rangel said: "Why should a privileged body of people benefit from national security, benefit from economic gains with no risk? Another group takes all the risk and gets the least benefit." However, there is little political appetite and virtually no support for a return to the draft by the American people. In addition, all the evidence shows that the draft is not needed by the nation and not wanted by the majority of Americans when the quality of today's U.S. armed forces is unmatched in world history.

Q10. What changes has the Army made in the last 40 years to make the AVF a success?

A10. In addition to enlistment incentives and advertising dedicated to recruiting purposes, the Army looked at what makes an applicant "high quality," how to attract high quality applicants, how to keep them in service, how much pay and other compensation would they require, and what changes to management and leadership would be required. Improvements to healthcare and medical facilities, family housing, education (in service and after service), assignments, pay, and career progression have occurred incrementally and continue. The in-service military education system for both officers and NCOs contributes to career-long development. Family support programs continue to evolve, as do support programs for remote access.

Q11. Recruiting is a vital component to the AVF? Has the Army been successful in its recruiting missions throughout the AVF period?

A11. The "all-recruited" Army has been highly successful in achieving its manpower goals, with the exception of a few years when we allowed key factors to wane (see attached Fact Sheet).

Q12. What are the keys to success for the All-Volunteer Force?

A12. America's experience with the all-volunteer force suggests four principal reasons for its success: leadership, analysis, targeted programs, and adequate budgets. (NOTE: Whenever one of these factors has been missing over the past 30 years, the force has faltered.)

- a) ***Leadership from top management.*** U.S. Army General Maxwell Thurman is considered by many as the single most important person in the history of the AVF, because he taught the Pentagon how to recruit. He often said that the AVF is really an "all-recruited force." More than any other uniformed leader, Thurman recognized throughout the 1980s that the military had to compete aggressively in the civilian labor market for American youth — and had to do so with the right tools based on market research and statistical analysis.
- b) ***Quantitative analysis to test, adjust, and evaluate policies.*** Almost every change to the all-volunteer force has been made only after research demonstrated its likely effect. The research of the 1960s and early 1970s reassured decision makers that such a force might be possible at acceptable budget outlays. In the 1970s and 1980s, test programs demonstrated the value of advertising, educational incentives, and bonuses in encouraging enlistment. Analytical evidence later helped reform the compensation system. Studies of enlistee test scores and job performance proved people who score higher on standardized tests do better on the job than do those who score lower.

The resulting emphasis on quality attracted capable people and led to the increasing professionalism of the military. Personnel research has helped defense managers make the adjustments necessary to transform the post–Cold War force into a smaller, more agile, and more engaged one.

- c) **Targeted programs to attract the required types and numbers of recruits.** To appeal to high-quality youths, the services had to craft marketing strategies and advertising campaigns that conveyed the benefits of military service; offer money for education, bonuses for enlisting in certain occupations, skills training and enlistment tours of different lengths, as well as provide career opportunities that had civilian relevance. Finally, the key to creating a truly outstanding force was retention: persuading the most capable members to reenlist. Careerists demanded not just good pay but also quality-of-life benefits, such as good housing, child care, health benefits, family advocacy programs, and military stores. It was crucial that the services become “family friendly.”
- d) **Adequate financial resources.** The defense budget must be large enough to accomplish three things at once: support pay raises that keep pace with both inflation and civilian-sector pay increases; provide resources for advertising, recruiters, bonuses, and educational benefits; and fund the military retirement program and quality-of-life initiatives.

References:

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America's Army: Making the All-Volunteer Force, by Beth Bailey, Harvard University Press, 2007, 319 pp.

We don't need a military draft, op-ed by Melvin R. Laird, Wall Street Journal, 21 February 2013. (Melvin R. Laird was secretary of defense from 1969 to 1973 and counselor to the president for domestic affairs in 1973 and 1974. He represented Wisconsin in the U.S. House from 1953 to 1969.)

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The Virtue of an All-Volunteer Force, by Walter Y. Oi, CATO Institute, 29 July 2003, www.cato.org/publications/commentary/virtue-allvolunteer-force

Senior Leader Quotes

Letter by General Odierno on Sexual Assault and Harassment, 18 May

“Over the last twelve years of war, our Army has demonstrated exceptional competence, courage, and resiliency in adapting to the demands of war and accomplishing the mission. Today, however, the Army is failing in its efforts to combat sexual assault and sexual harassment. It is time we take on the fight against sexual assault and sexual harassment as our primary mission. It is up to every one of us, civilian and Soldier, general officer to private, to solve this problem within our ranks.

“The Army is committed to the safety and security of every Soldier, civilian, and family member. Our Army is based on a bedrock of trust - the trust between Soldiers and leaders that we will take care of each other. Recent incidents of sexual assault and sexual harassment demonstrate that we have violated that trust. In fact, these acts violate everything our Army stands for. They are contrary to our Army Values and they must not be tolerated.

“It is up to every individual to contribute to a culture in which our Soldiers, civilians, and family members can reach their full potential. It is imperative that we protect potential victims from ever experiencing a sexual crime. We must provide compassionate care and protect survivors after a crime has been committed. Our people must be confident that complaints will be handled quickly and decisively, and that our system will deliver justice and protection throughout the reporting, investigation and adjudication process.

“Commanders, non-commissioned officers, and law enforcement must ensure that every allegation of sexual assault and sexual harassment is thoroughly and professionally investigated and that appropriate action is taken. Leaders at every level are responsible for establishing a command climate and culture of mutual respect, trust, and safety. Leaders must develop systems to "see" their units, and understand the extent to which their leadership promotes a positive command climate for all Soldiers. I urge everyone to start a conversation within your unit or organization, among leaders, peers, and subordinates and with family and friends to better understand one another's experiences and to develop better solutions to this problem.

“Our profession is built on the bedrock of trust; sexual assault and sexual harassment betray that trust. They have a corrosive effect on our unit readiness, team cohesion, good order and discipline. We are entrusted with ensuring the health and welfare of America's sons and daughters. There are no bystanders in this effort. Our Soldiers, their families, and the American people are counting on us to lead the way in solving this problem within our ranks.”

“ It is up to every individual to contribute to a culture in which our Soldiers, civilians, and family members can reach their full potential,” said GEN Ray Odierno, the Army’s Chief of Staff.

“It is imperative that we protect potential victims from ever experiencing a sexual crime.”

Support Army Recruiting

<http://www.usarec.army.mil/support/index.htm>

Hometown Recruiter Assistance Program (HRAP)

The Hometown Recruiter Assistance Program (HRAP) allows enlisted Soldiers who have recently completed Advanced Individual Training (AIT), One Station Unit Training (OSUT) or Army Civilian Acquired Skills Training (ACASP) to return to their hometowns on permissive TDY for up to 14 days to assist the local recruiters by sharing their Army training experiences with family, friends, high school classmates, Future Soldiers, veterans, and community leaders. HRAP Soldiers report to the recruiting station and accompany recruiters throughout the community to assist in obtaining quality referrals for enlistment.

All permanent party Soldiers may apply for HRAP by submitting a DA Form 31, Request and Authority for Leave, through their chain of command. Additionally, officers may also volunteer for HRAP duty in their hometowns or areas in which they are familiar, such as where they attended college.

Active Duty Operational Support, Reserve Component (ADOS-RC)

Army Reserve Soldiers of all ranks can support local recruiters to generate leads that will result in Army Reserve enlistments through the Active Duty Operational Support, Reserve Component program (ADOS-RC, previously called ADSW). Reserve Soldiers typically serve five to 14 days supporting recruiters within a 50-mile radius of their residence or TPU.

Partnership for Youth Success (PaYS)

PaYS is a recruiting initiative developed by the Recruiting Command to appeal to young people interested in obtaining a quality civilian job after serving in the Army. This unique program is part of the Army's effort to **partner with America's business community** and re-connect America with the Army. Having a job with a leading employer using a skill learned in the Army makes the PaYS program attractive to young people. The Army has more than 450 partner corporations and public sector agencies across the nation. <http://armypays.com>

www.march2success.com

March2Success is a **free, Web-based test preparation course** that provides assistance with taking standardized tests and improving math, science and language arts skills. The curriculum is designed by Peterson's & Educational Options Inc., and sponsored by the U.S. Army. There is no obligation to teachers, parents or students who use or recommend the use of March2Success.

<http://www.usarec.army.mil/support/downloads/M2S%20flier.pdf>

Army Education Programs & Opportunities

The U.S. Army recognizes that education is an essential component and an important building block for the future of today's youth. From internships to test-prep tools, this Web site provides educators, parents and students with resources to introduce educational and career possibilities through numerous Army-sponsored education programs.

www.armyedspace.com

**Please send suggestions, comments,
or email address changes to:**

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