
CHAPTER 5

The Army: Excellence and Service

The Army reflects the diversity of American society in its workforce (both soldier and civilian) and in the families of those who serve. The nature of the Army's mission demands mechanisms for harnessing America's diversity to forge cohesive organizations based on common understanding of shared values. The Army answers this requirement through the standards it demands of its recruits, the Initial Entry Training (IET) that transforms those recruits into soldiers, and sustained emphasis on values in day-to-day operations. Even as our soldiers and civilians embrace Army values as a common denominator essential for military

effectiveness, Army communities reach out to provide a range of services and programs suitable for the diverse needs of soldiers and their families. Housing, health care, child care, support for the families of deployed soldiers, and programs for single soldiers are among the range of programs that contribute to the well being of the Army community. This community is a vital component of Army readiness. By assuring our people that they and their loved ones have the Nation's support, vibrant Army communities enable our soldiers to focus on doing the Nation's business—whenever and wherever required.

A Diverse Community

The Army is a diverse community of talented individuals, linked by a shared mission and shared values. The things the Army's people share meld them into

The diversity of the Army family—its soldiers, civilians, veterans, and family members—requires facilities, programs, and activities that meet a broad range of needs.

a team and give that team a unique organizational character and identity. Statements such as “I work at Fort Drum,” “My spouse is in the Army,” or “I’m a soldier” immediately bring to mind some features of this organizational identity: Army civilians researching, managing, and supporting; Army families balancing everyday tasks with the demands of service in the AC, ARNG, and USAR; soldiers in uniform working and training. From all over the United States and its territories, men and women come to serve in the Army, combining the strength of their diversity with the power of an organization founded on a common set of values and united in a single purpose: to fight and win the Nation’s wars.

The melding of a diverse group into a cohesive organization does not just

happen. It requires the hard work, insightful leadership, and dedication of soldiers, leaders, civilians, and family members. From detailed planning to rigorous performance of duty to cheerful volunteerism, the efforts of every member of the Army community contribute to making the Army one of the most respected and effective institutions in the Nation. This, more than anything, is the significance of the expression, “The Army is people.”

As of the end of FY1999, the Army was 59.2 percent white, 26.5 percent African American, 7.6 percent Hispanic, and 6.7 percent other ethnic groups. The members of the Army community represented over 150 religious groups. They were men and women. Some were married, and some were single. Some had children, while some did not. They were active and reserve component. Most had high school diplomas; some had GEDs. Some had a little college, and some had one or more degrees. They ranged in age from 17 to 65. They were a reflection of the people we see around us every day—a reflection of America.

The fundamental diversity, prosperity, and freedom of the American society from which our people come affect three major dimensions of the Army community. First, attracting people from a free and prosperous society to volunteer for the rigors of military service demands responsive, effective recruiting mechanisms. Second, the diversity of our society demands that we have effective mechanisms for transforming the people we recruit into soldiers who are ready to take their place alongside other soldiers in cohesive, focused organizations. Third, the diverse needs of our soldiers and families demand that Army communities provide a range of services that support those needs, thus enabling soldiers to focus on their duties.

Examining the programs and initiatives that make up these three dimensions of the Army community reveals the sturdy foundation of this institution. It is a vibrant community in which talented people, performing demanding and meaningful tasks to high standards, are making significant contributions to American society and to people around the world.

Meeting the Recruiting and Retention Challenge

As the range of choices available to those entering the work force has expanded, the propensity of young Americans to serve in the military has decreased. Since 1991, the propensity to serve amongst American males, age 17 to 21, has decreased from 17 percent to 12 percent. This group has historically provided the largest segment of Army recruits. At the same time, the first groups of young Americans born after the discontinuation of the draft entered the military service. This signaled an era in which the number of adult Americans with military experience, particularly in the age groups most likely to influence teens, decreased sharply. The combination of more choices and fewer “influencers” endorsing military service has contributed to the decreasing propensity to serve. Today, having reached the end of the drawdown, the Army must recruit and retain sufficient numbers of people to maintain its end strength. To meet this requirement, the Army is implementing new initiatives to enhance recruiting while educating other Americans on its values, roles, and contributions to society.

Recruiting

Fiscal Year 1999 was one of the most challenging years for recruiting since the



A drill sergeant instructs trainees during Initial Entry Training.

beginning of the all-volunteer force; however, record reenlistment rates helped the Army meet its required endstrength. The AC fell about 6,300 soldiers short of its goal of 74,500, but the ARNG exceeded its recruiting quota, accessing 132 soldiers above its target of 56,958. The number of USAR recruits was 10,300 below the goal of 52,084. New initiatives sparked a year-end upturn in the number of accessions and provided a good head start for the challenge of meeting FY2000 recruiting targets.

One of these initiatives was the expansion of the Hometown Recruiter Assistance Program (HRAP). This program allows recent graduates of Advanced Individual Training (AIT) to return to their hometown on temporary duty to assist local recruiters. Having recently left their hometowns to go to Basic Combat Training (BCT), these soldiers know and have access to the population of young people eligible to enlist. They can also dispel myths about the Army and encourage those concerned about the rigors of BCT. By increasing the number of soldiers participating in the HRAP, the Army doubled the number of recruits signed

up under this program last year.

The Army is aggressively restructuring its entire recruiting operation, including upgrading its research into youth attitudes; improving its in-house marketing expertise; fully reviewing its advertising strategy and execution; and improving training, positioning, and incentives for recruiters. The Army will also implement two new recruiting initiatives. The College First program targets candidates who are college bound or already in college by providing education benefits up front in return for a period of service. The Army High School Completion program focuses on non-high school graduates who score well on motivation indicators and mental aptitude tests. This program will offer assistance in obtaining a GED to a select number of candidates. The Army will continue to emphasize creative solutions to the challenge of attracting sufficient numbers of young Americans to military service.

Retention

Notwithstanding its recruiting challenge, the Army met its end-of-year strength requirements because of its

tremendous success in retention. The AC exceeded its retention goals by 6,147 soldiers in FY1999. Enhanced bonus programs implemented by the Army, as well as improvements in military compensation by the Administration and Congress, have bolstered retention efforts.

Sustaining this kind of retention success is important for readiness, but will become more difficult as today's recruiting shortfalls lead to smaller cohorts of soldiers available for reenlistment. Recent studies indicate that the propensity to remain in the military has declined steadily among junior officers (down 13 percent) and NCOs (down 17 percent) over the past nine years. These statistics have correlated well with actual retention in the past, and merit further observation. To retain sufficient numbers of our high-quality officers, NCOs, and soldiers, both military and civilian leaders must continue to take steps to improve well being and compensation.

Junior Reserve Officer Training Corps Expansion

Though not a recruiting program, the expansion of Army Junior Reserve Officer Training Corps (JROTC) programs announced last year may help motivate young Americans toward military service. These programs educate America's youth about the military while providing them with the discipline and values that will contribute to their future success. With the assistance of several distinguished members of Congress, the Army will expand its JROTC program over the next five years to include 275 additional high schools. The expansion will bring the total number of high schools offering Army JROTC to 1,645—the full number allowed for Army programs in accordance with the congressional

ceiling and DoD policy. Participation in JROTC increases self-confidence, attendance and performance among high school students. The expansion of JROTC will inform more young Americans about the opportunities available in the military while providing a positive influence during the critical high school years.

More Than Just Numbers: Maintaining Quality, Sustaining Values

The world's most respected Army must do more than merely fill its ranks with the right *number* of soldiers. It must also ensure these soldiers have what it takes to represent America on the front lines of our engagement with the world. They must be intelligent, tough, and reliable enough to fight and win wars using high-technology systems. They must have the character to make split-second, life or death decisions in the

tense confrontations characterizing recent peacekeeping operations. The Army will attract and train the right people by continuing to impose rigorous recruiting standards, maintaining high standards and a focus on values in initial entry training, and fostering organizational climates that instill teamwork and grow tomorrow's leaders.

Building the Foundation: Quality Recruits and Basic Training

The Army met the three DoD quality standards for recruits in most categories last year. Active Army, ARNG, and USAR cohorts had fewer than two percent of recruits in Test Score Category (TSC) IV on the Armed Forces Qualification Test (AFQT). Both the AC and the USAR cohorts also had more than 90 percent of recruits who were high school diploma graduates and more than 60 percent whose AFQT scores placed them in TSC IIIA or higher. The Army is investigating other ways to measure recruits' potential for success in

the military, but is firmly committed to maintaining the level of quality found in today's force.

Much of the credit for the quality of today's force must be attributed to the process that transforms recruits, from a wide range of backgrounds, into soldiers. Last year, the Army implemented an expanded IET program by revising both its BCT and AIT. The new BCT is now nine weeks long (one week longer than before) and places increased emphasis on warrior skills, physical fitness, and Army values. Upon completion of BCT, soldiers attend different AIT programs based on their individual specialties. Each of these AIT programs includes reinforcement of the values training and soldier-building process begun in BCT. The Army's expanded IET provides a solid, common foundation of the physical, technical, and ethical qualities and skills required of the American soldier.

Sustaining a Values-based Organization

The Army's seven core values are Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage. The process of embracing and living by these values begins in BCT, and continues throughout a soldier's life. For the Army to be effective, the importance of a common framework of values cannot be overstated. It demands programs and initiatives, such as the Human Relations Action Plan, Character Development XXI, and the Consideration of Others Program, designed to inspire soldiers to live in accordance with these values today and to apply them as the leaders of our Army tomorrow.

The Army's mission is unique and demanding to the extent that it requires soldiers to join together and embrace a common set of values that are essential



Unit training, such as rappelling, highlights the importance of trust and mutual respect.

building blocks of trust and teamwork. Respect for one another and appreciation of the strengths we gain from our diversity are important constituents of Army values. We cannot inoculate new soldiers with these values when they enter service, nor would we, even if it were possible. The willing acceptance of the Army's values by its soldiers is a special instance of individual freedom—freedom guaranteed by the very Constitution that the Army exists to support and defend. Inspiring soldiers to willingly embrace and live by the Army's values is

must therefore preserve the core of the Army's organizational identity—its values—as indelible characteristics of the lives and daily activities of our soldiers.

The Human Relations Action Plan

Our Human Relations Action Plan, published in September 1997, responded to incidents that revealed equal opportunity and sexual harassment problems in our ranks. The plan outlined 318 actions to improve the human relations environment; thus far, the

Development XXI initiatives. Additionally, the Army is increasing the number of Equal Opportunity Advisors from 350 to 500. In spite of these efforts, allegations of harassment surfacing last year underscore the need for periodic reevaluation of the human relations climate in our organizations. Last April, the Army leadership directed a reassessment of the human relations climate across the force, with a report due in August 2000. This year, a reassessment of the human relations environment throughout the Army will determine the effectiveness of the measures implemented under the Human Relations Action Plan.



Soldiers prepare to secure rooms during urban operations training. Army values enable the teamwork that is essential to military effectiveness.

instrumental to ensuring that soldiers will do their duty, even when their lives are at risk. In turn, maintaining the individual and collective discipline to do difficult things in dangerous places is the key to the Army's effectiveness as an organization. To preserve the Army's ability to accomplish its mission, we

Army has completed 302 actions, with the remaining 16 ongoing. Actions taken to date include placing additional emphasis on Army values and heritage in IET and in the Army at large, the assignment of additional personnel to improve supervision of IET, and the implementation of Army-wide Character

Character Development XXI

Character Development XXI implements initiatives in doctrine and policy, training and education, and communication to strengthen the values focus of our Army. Policy initiatives include the revision of the Army leadership manual and evaluation instruments for officers, NCOs, and Army civilians discussed previously. In the training arena, the Army has revised IET and disseminated an Ethical Climate Assessment Survey for use by Army leaders. Communications initiatives emphasize the Army's values through measures like the establishment of a values homepage on the internet, production of the video "Living Army Values," and the distribution of soldier cards and values tags to all soldiers.

The Consideration of Others Program

This Army wide program, based on the successful United States Military Academy approach, consists of regular small-group discussions oriented on values and the human dimension of combat readiness. Soldiers' lives are full of opportunities to meet the high standard of Army values, from the way