

When a soldier does recover, the next problem is to re-integrate him into his parent unit. Most commanders prefer to get the recovered soldier back instead of replacing him with an inexperienced soldier. But this return is often especially difficult for certain categories of infantrymen — commanders and others in leadership positions, members of elite units, and "burnt out" soldiers. In the past the greatest success has been achieved in such cases by sending members from a soldier's parent unit to the rear to accompany him back to the unit. This demonstrates to the soldier that he is needed in the unit and is accepted by his fellow soldiers.

While not all BF can be prevented, a unit can take certain steps during mobilization and training periods and during combat to reduce its BF rates. It can train as it expects to fight, with

psychiatric casualties a part of its training scenarios. It can establish a "buddy plan" for detecting BF symptoms in its personnel and do all it can to improve unit cohesion, morale, and physical fitness. It should also provide good leadership; insure that both its soldiers and its leaders get enough rest; conduct pre-battle surveys to ascertain the unit's morale, will to fight, and confidence; and conduct post-battle group debriefings to permit its surviving soldiers to vent their feelings and develop better ways to conduct operations more effectively.

The infantry leader of tomorrow will have the technological means that will enable his unit to fight continuously both day and night over extended distances, but success on that battlefield will require him to recognize human limitations. The

challenge of closing with and destroying the enemy on the battlefield of the future is a formidable one, but one that must be met if this nation is to endure.

In the final analysis, success, as always, will depend on two factors: the ability of the infantry leader to motivate and employ his combat forces effectively, and the will of the individual infantryman to persevere in the face of hardship and danger.



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Recruiting: A Dual Specialty

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One of the biggest challenges facing today's Army is the job of finding and recruiting young men and women to join it. To provide the leadership needed to meet this challenge, the Army has established a policy of assigning to the U.S. Army Recruiting Command (USAREC) only branch-qualified officers — those who have graduated from their advanced courses and normally, who have also successfully commanded units. Unfortunately, although these officers are highly qualified in their branch specialties, many are totally un-

prepared to assume their recruiting duties.

Recruiting duty is unlike any other assignment an officer will be given during his military career. In other nominative assignments, such as ROTC, Reserve liaison, or organizational effectiveness, an officer will still be surrounded by the Army's familiar support system. And he will continue to do such familiar things as teach, advise, or recommend better ways for his organization to accomplish its assigned missions.

By contrast, when he is assigned to

USAREC, the first thing an officer notices is how different the organization is from that of a division. Instead of platoons, companies, battalions, and brigades, he finds stations, areas, districts, and regions.*

At the district level, for example, a newly-assigned lieutenant colonel (the district's commander) will find a staff that is quite different from what he is

*Since this article was written, USAREC has designated its regions, districts, and areas as brigades, battalions, and companies to more closely parallel the structure of the rest of the Army.

used to. He may have an adjutant, an operations officer, and a supply officer, but their duties will include such additional tasks as sales and advertising, marketing, and budgeting — subjects not taught in most advanced courses or the Command and General Staff College.

Besides these differences in organization and responsibility, the commander and his staff also have a different mission from that of a unit — one of recruiting and salesmanship. This mission includes “prospecting,” making appointments, and interviewing, testing, “physicalling,” and contracting applicants. (These include some unfamiliar terms as well as unfamiliar tasks.)

If all this sounds confusing, that’s because it is — especially to a commissioned officer who is newly assigned to USAREC. It normally takes about six months for an officer to fully understand the system and to get to know the various schools and recruiting zones assigned to his command. At the same time, it takes a year for him to go through a complete cycle and become familiar with the advantages and disadvantages associated with each month of the recruiting calendar. Since command is a 24-month tour, this means that he will spend 25 to 50 percent of his USAREC tour just learning his job. This is totally unacceptable, both from the officer’s and from the Army’s point of view.

But the Army already has a program that could be used to solve this problem of constantly assigning inexperienced officers to recruiting commands — the Officer Personnel Management System (OPMS). The

purpose of OPMS is to train and develop the right number of officers with the right number of skills to satisfy the requirements of the Army and to assign those officers in accordance with the needs of the Army and, if possible, their own wishes.

As part of OPMS, the concept of career dual specialties further refines the process of balancing officer strengths with skill requirements. The dual specialty program assigns each commissioned officer two job specialties, the first when he is commissioned and the second during his seventh year of commissioned service. An officer is trained in both fields and, through alternating assignments, gains experience and expertise in both. As a result, the Army has many qualified officers available to fill its field grade and general officer command and staff positions.

BENEFITS

Accordingly, the designation of recruiting as a career specialty would benefit the Army and the officer corps. An officer could begin his recruiting career with assignments to either the district, the region, or the USAREC staff.

The officer’s next recruiting tour could be as an area commander or a primary staff officer. Since this would normally be a second tour, he would not have to spend the first half of it learning the basics of the job. Instead, he could immediately take charge and begin carrying out the recruiting mission. Later, as the cycle continued, when this same officer assumed com-

mand of a district as a lieutenant colonel or of a region as a colonel, he would already be an experienced recruiting officer.

In addition to the obvious benefits of experience, there would be other advantages to designating recruiting as a specialty: The cost of training would be reduced, and officers would not have to be assigned out of their career specialties or their normal career progression.

Some might argue that there are too few recruiting assignments for it to be a separate specialty, but other related assignments could also be included: Assignments to the Military Entrance Processing Command and to initial entry processing points, for example, are related closely enough to recruiting.

Recruiting young men and women for today’s Army is a difficult and challenging job. The present method of using highly qualified officers, who must use much of their tour trying to understand their jobs, is not good for either the Army or its officers.

By designating recruiting as a career specialty, the Army could be sure it was assigning experienced officers to USAREC. This in turn would ensure that the mission of recruiting qualified applicants for service in the Army was being more effectively accomplished.



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