WHO FIGHTS AMERICA'S WARS

1. RECRUITMENT

Three types: Militias, Draft, and AVF - pre-modern, Mass, Professional - recruiting affects the way you manage org and fight

Eliot Cohen has pointed out: America is free and democratic society
   >>Free men usually don't wish to become soldiers
   >>Democratic society abhors unequal burdens

Wars put big or small risk on soldier lives;
Recruitment methods place unfair burdens - some must die

Behind method is public consent

A. MILITIAS

Initially mandatory but surely grew into voluntary club like organizations -
Originally elected officers - legacy is the National Guard - really 50 plus organizations
with mix of merit and politically appointed officers. Rod and gun clubs. Alternative
status for failed businessmen.

Mobilization base for the Army which until recently was kept small. Wars would
require state contributions and consent. Very big wars need drafts as well.

Enlisted regular forces criminals, immigrants
What was USMC job through much of 19th Century – Ship Guards

Militia evolved into NG in Progressive Era reforms. Naval reformers wanted USMC
off ships.
Regulars hate NG and vice versa. Amateurs; always relieve Guard officers/ use troops
as fillers

Politically difficult to deal with - no service gets along with reserve component - not
even USAF and USMC; Guard is just harder to deal with

Politicians afraid of them - 8 divisions called for Korea - lots of grousing
100K for Berlin Crisis - Johnson learns to avoid - none for VN. Afraid of 35-year married types - becomes haven for politicians' sons.

Army doesn't trust - Round out brigades in Gulf War, wants them Combat Service Support. Guard wants combat reserve role – kills USAR capability.

Out of date, costly, unreformable except through exhaustion; but have to cut or reform. What is their role in Homeland Defense?

**B. DRAFT**

Drafts are hard to initiate and sustain

Civil War Draft Riot in NYC - killed 1500 people

WWII (greatest generation) draft passed by one vote in 1940.

WWII registered - 49 Million
   Selected - 19 million
   Inducted - 10 million

Big long Wars pool gets exhausted
Small long wars pool is too big - VN

**WW II** shortages by 1943
   22 million men in 18-37
      7 million already in service
      8 million unfit
      1.7 million job deferral
      1.5 million farmers

   3.8 to find 2.5 (1 million exempt for being married with children)

**Cold War** Draft 1948-1974

**Korea** 1.5 Million draftees sent to Korea plus 700 K Reservists/Guardsmen

**Vietnam** –no reservists sent, system eventually cracks
   Draft 25% of personnel who served in VN
      50% of Army
88% of infantry
70% of deaths (1969), 18-26 - 1 year to train 1 year in VN

Draft fills ranks of other services "Viet Cong ain't got no submarines."

- long small war too much for system
  - too much for volunteers
  - too many in pool

WWII 3 appeals per 1000, K 47/1000, VN 98/1000

CO (60-100K) Canada, Sweden, NG (elites get out—though statistically?)
In Mass required draft of 320 to get 100 it was AVF by end.

1966 was peak 335-380K drafted, needed about 30K a month; 150K males turned 19 each month. Needed 1 in 5 to get 2 of the 5 to enlist.

Guilt lot’s of problem - you stayed, guys who went get brush with death; It must not be a good war if you don't want to go.

Politicians ➔ AVF 1972
Military ➔ Total Force – No use of military without reserves—1973

Impact: wasteful attitudes toward manpower that lingers

C. ALL VOLUNTEER FORCE

Hard to get right

- Fears of quality and not representative –class/college

- Fear of Black disproportionate force

- Fear that it will not attract enough

Brings in women (now 15%), higher pay (paid too much?), better living conditions, more technology (precision guided weapons, UAVs, robots), more contracting out (Brown & Root), fear of casualties

BIG FACTOR IN USE OF FORCE - what about Iraq? How do we police Iraq?
• Not enough volunteers (What influences enlistment?)

• No Draft (what would it take? How would you deal with women? Too many – 4 million in each age cohort)

• No reserve call up (got 75,000 now). Will the reserve patrol Baghdad?

Alternatives to AVF Total Force in long run:

• Mercenaries

• Foreigners to get citizenship (4% now)

• Contractors

D. RACE and GENDER what are the percentages?

Better than rest of society - why?

Are problems hidden - Tail Hook, post-Tail Hook?

Segregation and fairness? - minorities concentrated in few occupations

E. SOCIOLOGICAL CHANGES

Force is married with children

Need more technically trained people/ more have college degree

II. TRAINING/SOCIALIZATION

Recruit training, cadet induction classic examples in org theory of process by which what Goffman calls Total Institutions give new participants new organization identity - strip away class, income, outside status and give new one.
Break down and build up - haircuts, uniforms, no money, physical abuse/strain then a new set of values

Values: selflessness, cooperation, unit cohesion

USMC (organizational myths)

Ricks says Marines are disappointed by Society (lot made of that), but also USMC

Army training different; some are co-ed. Why?

Class system within military. Is it still functional, sustainable? Two organizations - BIG DIVIDE

Stouffer - Officers over estimate satisfaction, morale, soldiering

Davis shows even officers don't (can't) live up to code

Moskos - Army/military build on mass, combat has to adjust to postmodern world

Soldiers don't need military as much for training but for education (since 1960s) can walk away.

Contracts instead of discipline - Brown and Root?

III. HIERARCHY

Hierarchy (rank) is needed in organizations to make decisions, achieve coordination, gain cooperation especially in operations - life or death. Best example, medicine is another.

But in military organizations rank not only hierarchy

- Combat versus non-combat; rated versus non-rated (commands, 30% of officers 88% of generals); pilot versus navigator (only 2 made general by 1970 – first in 65)

- Branches and platform (combat versus non-combat, fighters versus bombers, types of fighters)

- Unit versus unit (ranger versus delta, SAC versus TAC)
- geography versus geography

- regular versus reservist (AF kept ceiling of 30% nonrated for regular into the 60’s; 3,180 regular officers in ’45 and only 69 not pilots)

- pay

Functional? Sustainable (AF need for space and unmanned ops)

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