



PUBLIC AFFAIRS

ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-1400

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MEMORANDUM FOR SECRETARY OF DEFENSE

SUBJECT: JCOC 59 After Action/Feedback

This year's JCOC was conducted from April 22-28, 1996. The program received tremendous support from each of the Services, both in terms of the Service leadership during the Washington, DC phase, and in terms of overall planning and execution at each of the bases and installations visited. We are preparing letters for your signature thanking the many people who were involved.

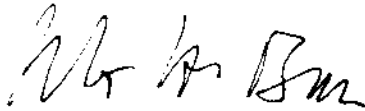
To date, we have heard from 42 of the 60 participants, either via mail, phone or e-mail. Some common themes include:

1. "...a lifetime experience." One participant said "it was up there with my marriage and the birth of my daughter." Another wrote "I have traveled all around the world and have seen many places, but nothing will ever take the place of my experience with JCOC."
2. New awareness about the military and about the concept of patriotism. "[JCOC] left me feeling incredibly proud of our nation's military establishment and the quality of our enlisted men and women and the officers that lead them. They are a competent and dedicated force and I was proud to be among them." Another wrote "If your goal was to impress the participants with the dedication, professionalism and enthusiasm of the men and women in our nation's armed forces, you accomplished your mission."
3. Commitment. "Please be assured that you have in me a strong advocate for the DOD's mission and certainly for its people. I will do my best to spread this message wherever I can."

On the last morning of the trip, the participants met for about 4 hours to try to summarize their experience and to set some goals for themselves. The JCOC cadre served as facilitators, but did not participate in the discussions. Attached is a list of what the group said they learned and what they want to do as a result of what they learned.

In the few weeks since the conference ended, we have received 2 news articles (one of which indicates it's the first in a series). Several participants have indicated they have met with political leaders and civic groups, one has sent a copy of a speech he delivered at an ROTC graduation, and another has sent a draft of an article he is writing. Another is working with National Public Radio on a related piece. One woman who works with disadvantaged young persons is looking into a program that will offer the military as an alternative that these young people never considered. And, contrary to other JCOC groups, this group is setting up its own internal organization and leadership to "address pertinent defense and legislative issues across the country."

We will continue to work with JCOC 59 members as we are continuing our relationship with JCOC 58. We have already sent letters to all participants and we are collecting e-mail addresses to make communication easier, more timely and more cost-effective. We gave them a briefing on DefenseLink and plan to distribute materials which will be helpful for speeches and meetings via mail and the internet. Last year, we had 5 mailings to the JCOC 58 group. Immediately upon return from JCOC 59, we sent a letter to all JCOC 58 participants to let them know how it went and to give them details of a memorial fund that was established for Len Pieroni, a JCOC 58 member who was killed in the plane crash with Ron Brown.



Kenneth H. Bacon  
Assistant Secretary of Defense  
for Public Affairs

Attachment:  
As stated

## JCOC 59 Wrap-Up

(NOTE: This list is a summary of inputs from JCOC-59 participants at the closing session on April 28, 1996.)

### I. Impressions: What we felt as a result of the JCOC experience.

- Pride in Service Members
- Faith in America's youth is redeemed
- Feeling of safety and security as citizens
- Quality of our troops:
  - People
  - Values
  - Abilities
  - Commitment
  - Leadership
  - Training
- Seriousness of the mission of defending the Nation

### II. Insights: What we learned from the JCOC experience.

- The military is using tax dollars responsibly
- Decisions about allocating funds/resources are complex
- Sense of family – commitment of leaders to the troops
- Ability to meet the mission:
  - Rubber band is being stretched
  - People are being impacted by downsizing (pers tempo, ops tempo)
  - People and resources are over-extended
- Leaders are committed to the mission
- People don't know about the military. Need more public education.
- Increased efficiency:
  - Privatization
  - Innovation
- "Awesome" system

### III. Impacts: Actions resulting from Impressions and Insights.

- Become involved (DOCA and at base levels)
- Become advocates for the military
- Re-connect with centers of influence
- Hire veterans (potential human resources pool)
- Tell and sell
- Communicate with the Hill
- Support pro-military candidates
- Educational public affairs:
  - Classrooms
  - Clubs and organizations
- Tell the military they are appreciated

### IV. Implications: Desired results of actions.

- Ability to communicate from a civilian perspective
- Encourage young people to consider a military career
- Overcome misperceptions about the military
- Make politicians and opinion leaders aware of concerns about continued downsizing
- Increase respect for the total military mission and operations
- Personal commitment to helping