

ARMY COMMAND AND STAFF SCHOOL
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**Initial Thoughts about the Social Assisting Action
"Educating Is Our History", A Case Study In Brazilian
Army Personnel Management**



Rio de Janeiro
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ABSTRACT

The present article intends to take initial thoughts about the Social Assisting Action EDUCATING IS OUR HISTORY, a case study highlighting some of its implications for Brazilian Army personnel retention, as well as its role in valuing the Brazilian Army military personnel serving its initial service period. This essay aims to answer the question: - How effective has been the Social Assisting Action EDUCATING IS OUR HISTORY in personnel retention for the Brazilian Army? The theoretical framework benefits from academic contributions in the area of Army personnel retention, notably those of Lawrence Kapp, DA Williamson, GP Bathalon, LD Sigrist, F Lievens, mostly focused on the personnel management in its Countries Armed Forces. To this end, the methodology is based on bibliographic and documentary research that underlies a short view of the first years of work of the Social Assisting Action EDUCATING IS OUR HISTORY, emphasizing the numbers and data collected in the year of 2017, the opening year of the project. It is argued in this article that an efficient and well driven "EDUCATING IS OUR HISTORY" will be an excellent tool to retain personnel serving its initial time in the Brazilian Army, reflecting in better personnel management for the Ground Force.

Key words: 1. Social Assisting Action Educating Is Our History; 2. personnel retention; 3. personnel management.

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Initial Thoughts About the Social Assisting Action "EDUCATING IS OUR HISTORY", a Case Study in Brazilian Army Personnel Management.

1. Introduction

According to the Brazilian Army Military Service Board (Diretoria do Serviço Militar), every year, the Army dismisses about 76.000 young soldiers who have ended their mandatory military service time¹.

A large amount of these soldiers show good qualities during their service time, along with the will to join the Army's permanent personnel. But the only way to get in the Army permanent corps is through the annual contests to the Military Schools. This problem is escalated when we look at the situation of soldiers serving their time in the distant non-urban areas of the country.

Aware of this situation, the Brazilian Army Personnel General Department (Departamento Geral do Pessoal) Sectorial Direction Organ responsible for personnel management of the Force, through Civilian, Retiree, Pensioner and Social Assistance Board (Diretoria de Civis, Inativos, Pensionistas e Assistência Social), Normative Technical Organ in charge of the Brazilian Army Social Assistance, developed the Social Assisting Action: EDUCATING IS OUR HISTORY (EDUCAR É A NOSSA HISTÓRIA).

The Social Assisting Action "EDUCATING IS OUR HISTORY" was formalized by the Army Commander's Decree number 1737 (PORTARIA Nº 1.737, DE 30 DE DEZEMBRO DE 2016), from Dec, 30th 2016, which approves the General Instructions for the functioning of "EDUCATING IS OUR HISTORY" project EB 10 –IG-02.020.

The Social Assisting Action aims to encourage the participation of temporary military personnel in contests for Military Schools, offering quality open and distance learning (ODL) teaching, even to those who live in isolated places, due to the characteristics of ODL. On the other hand, provide professional advancement, by facilitating preparation for Military School contests.

The target audience includes temporary personnel and military-dependent with the aim to participate in contests from the Army Cadet Preparatory School (EsPCEEx), the Sergeants of Arms School (ESA) or the National High School Exam (ENEM). As a condition, the scholarship holder must be at least 24 years old, complete high school and showing good behavior and aptitude for the military career, having to commit to the ESA contest and to pay the registration fee.

¹ Accessed at DSM (dsm.dgp.eb.mil.br).

The Action began with the pilot project in 2016, covering 100 volunteer students from 13th Bda Inf Mtz, 17th Bda Inf SI and Parachute Infantry Brigade. The preparation courses were presented by: DEGRAUS Course, Azambuja Course and Marechal Course. The first year of full operation at national level was 2017, which will serve as the temporal delimitation of this case study.

The Action has as actors: the Brazilian Army, the DEGRAUS preparatory course as a contracted service provider and the FHE/POUPEX Foundation as a sponsoring institution, whose role is to pay for scholarships for military personnel chosen by the Action participating authorities.

Candidates, both scholars and volunteers (who also receive economic advantages through better prices), have, at their disposal, video classes, monitoring, online questions and batteries of weekly simulated tests, offered by the DEGRAUS contest preparation course, educational institution with extensive experience in open and distance learning (ODL) and high approval rates, both in the Military Schools and ENEM contests.

The "EDUCATING IS OUR HISTORY" Action works through the involvement of the Military Organizations, where are the military managers of the program, responsible for monitoring the candidates (including enrollment, participation in the video classes, visits to the course's web page and performance in the simulated tests), both scholars and volunteers.

1.2. Methodology

The subject of the study is the management of human resources in the Armed Forces, more specifically the retention of temporary personnel in the Brazilian Army. The problem is presented as follows: Is the Social Assisting Action "EDUCATING IS OUR HISTORY" an effective tool in personnel retention for Brazilian Army?

The general objective was to perform a case study in which it was possible to evaluate the results of the Social Assisting Action "EDUCATING IS OUR HISTORY" in the retention of temporary personnel in the Brazilian Army.

The intermediate objectives were:

- Raise, through documentary and bibliographic research, efforts to retain temporary personnel in some of the world's Armies;
- Studying through documentary and bibliographic research the Social Assisting Action "EDUCATING IS OUR HISTORY" in 2017, presenting the numbers and mechanics of the event;

- To highlight, during the Social Assisting Action "EDUCATING IS OUR HISTORY", in 2017, moments in which the effort to retain temporary personnel in the Brazilian Army occurred.

- Relate the Social Assisting Action "EDUCATING IS OUR HISTORY" and the retention of temporary personnel in the Brazilian Army in 2017.

- Organize and present the results obtained in the bibliographic research, in order to describe the real effect, in the sense of retention of temporary personnel in the Brazilian Army, caused by the Social Assisting Action "EDUCATING IS OUR HISTORY" in the year of 2017.

Having completed all these phases, it was intended to reach the general objective and validate the hypothesis that Social Assisting Action "EDUCATING IS OUR HISTORY" in 2017 effectively contributed to the retention of temporary personnel in the Brazilian Army in 2017, measuring scientifically, the scope of this contribution.

As an independent variable, we have the retention of temporary personnel in the Brazilian Army personnel management. The dependent variable is the contribution of Social Assisting Action "EDUCATING IS OUR HISTORY" in 2017 to this retention.

In order to raise, through appropriate scientific methodologies, the contribution made by the Social Assisting Action "EDUCATING IS OUR HISTORY" to retain temporary personnel in the management of personnel of the Brazilian Army, in 2017, it was necessary to delimit the theme, in an effort to maintain focus and scientific rigor so as to avoid unnecessary derivations and views that could cause distorting effects.

In this sense, it was necessary to limit the research focus to the retention policies of other armies, so it were excluded from the research other facets of personnel management, which were mentioned in a perfunctory way, or just ignored.

Similarly, for the Social Assisting Action "EDUCATING IS OUR HISTORY", only the activities that took place in 2017, the limit year, were studied with more criterion and the other years were cited only when necessary. The action was also appreciated in depth only in its personnel retention aspects. Thus, for instance, the administrative and logistical nuances were relegated to the background in an effort to focus attention on the true *core* of the research.

About the relevance of the study, it can be stated that greater importance should be given, in the context of retention of temporary personnel in the Brazilian Army personnel management, to initiatives such as the Social Assisting Action "EDUCATING IS OUR HISTORY", which proposes not only to ensure the use of good human material for the

Force, but also to provide a level playing field for the temporary military serving in the remotest corners of the country through didactic-technological resources such as OLD.

Regarding the methodology, an omnipresent concern in the author's mind during the whole writing of the article was the search for the maintenance of scientific rigor. To this end, we sought to follow the scientific research methods accepted by the academic community and ECEME, ultimately.

In the effort of writing this article, the author tended to use bibliographic and documentary research methods. To this end, we conducted a bibliography survey, documentation survey, selection of bibliography and documentation relevant to the objectives of the work, analytical reading of the documentation and selected bibliography, and an informal interview with participants of the Social Assisting Action "EDUCATING IS OUR HISTORY".

For the purpose of collecting research sources, direct consultation techniques were used, library visits and queries to the world wide web. It is also worth mentioning the extensive documentation concerning the Social Assisting Action "EDUCATING IS OUR HISTORY" owned by the author himself. This primary source of information was collected during the period when he had the opportunity to work on the "EDUCATING IS OUR HISTORY".

An extremely sensitive phase in the production of the work was the treatment of the collected data. To maintain the scientific rigor, the bibliographic record (citation sheets, summary sheets and analytical sheets) of the information collected from the various sources used was performed. After completing the file, the author was concerned with formulating a critical analysis and consolidation of the results obtained through bibliographic and documentary research.

Regarding the Limitations of the Method, a serious obstacle to the preparation of this work was the lack of reliable research sources on the Social Assisting Action "EDUCATING IS OUR HISTORY". The project was an effort that was relatively limited to the participating military and preparatory courses, with no major media projection outside the Brazilian Army and the educational institutions involved.

The advent of the World Wide Web has made it easier to obtain sources of consultation on various subjects. However, additional care has to be taken regarding the seriousness and reliability of these sources. Use of unreliable sources may delay or even invalidate scientific research.

The paper is divided, for didactic purposes, in an introduction, three chapters, namely: 1. Some Theory about retention: in which the personnel management of some armies is presented; 2. Case in analysis: where the Social-Assistance Action and its con-

tribution are reported; and 3. a brief conclusion that intends to answer the question presented.

In order to solve the proposed problem: Is the Social Assisting Action "EDUCATING IS OUR HISTORY" an effective tool in personnel retention for the Brazilian Army? The following paper is presented: Initial thoughts about Social Assisting Action "EDUCATING IS OUR HISTORY", a case study in Brazilian Army personnel management.

2. Some Theory About Retention

Retention means the ability to keep or continue having something. However, retention, in the contest of armed forces personnel management, means the capacity of the Force to maintain its troops working in the institution regardless the temptations of the civilian life or even other governmental agencies. The problem of personnel retention recurs in most of the world's armed forces. This issue is related to the recruiting system adopted. Staff retention and recruitment can be said to go hand in hand.

Some authors write articles demanding attention about the issue of personnel retention in their armed forces, usually concerning to the particularities of its countries, highlighting the point that the problem has not being addressed with the necessary importance, eclipsed by the recruitment question:

However, it is not just recruitment that is the issue; the British Army has a less well reported, but unsustainable problem with retention. After all, recruitment would be far less of an issue if soldiers were not leaving the Army at such a rapid rate. This speed of this exodus means that currently the Army cannot recruit in anything like the numbers required to fill the gaps of those leaving, resulting in an ever shrinking army and serious pinch points developing in key areas such as Engineering and Intelligence. Retention is a huge problem and something must be done to address it.²

Due to new demands that are presented to the military, even the most powerful Armed forces, as the United States, are foreseeing changes in their personal management systems:

In the past several years, senior policymakers in both Congress and the executive branch have proposed various changes to the way in which officers in the armed forces are managed, most notably with respect to assignment and promotion. Supporters of these proposals typically deem them to be essential to

² FREDDIE, 2019, p.12.

building a force that can meet the challenges of emerging strategic threats, such as cyberwarfare, and to compete with the private sector for talented individuals.³

The case of the Brazilian Army has some peculiarities, mainly due to the adoption of universal conscription, the continental size of the national territory and the capillarity of the Army Units covering the national territory.

Currently in the Brazilian Army, the Conscription System (compulsory military service) is used - which obliges all young men, in the year of their 18th birthday, to present for military service, although many will not be incorporated, because the number of conscripts (including volunteers) exceeds the absorption capacity of the Armed Forces or because the youngster falls into one of the legal exemption cases.⁴

Because of conscription by compulsory military service, or the peculiarities of our country's economy, it is a good option for the young man at the end of his mandatory service time, to join the permanent staff of the Brazilian Army, mainly because of the security of the military career, but in part because of the Army social protection, that guarantees parity of salary payment of the active duty personnel for the retiree

In his research about retention in the US Army, Orthner highlights the contribution of family economic well-being. He claims that it has also been examined in Army Family Research Program and says that it continues to be of interest in comprehensive models of retention decisions. To him, economics clearly plays a role in personnel retention, once defining quality of life.⁵

Different countries and different armies, but the problem of retention subsides, as we can see in Lievens, throughout his studies involving the Belgian Army. Although being a smaller Army, the Belgium deal with retention of military personnel:

Similar to other armed forces, the Belgian Army faces both recruitment and retention challenges. As in many other European countries, the importance of being an attractive employer has been bolstered by the recent transition from compulsory to voluntary military service. Apart from these similarities, the Belgian Army is relatively small in comparison with other countries. Another potential difference is that the Belgian Army mainly focuses on humanitarian and peacekeeping operations. Current recruitment campaigns are communicating this mission, as exemplified by slogans such as "Priority to Peace."⁶

³ KAPP, 2016, p.3.

⁴ ROCHA and PIRES, 2005, p.5.

⁵ ORTHNER, 1990, p.11.

⁶ LIEVENS, 2007, p.3.

According to Lievens, in his studies of the Belgium army, the answer to retention is the “employer brand” that can be defined in terms of benefits, and call it: “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company”. He goes on saying that “In the context of the Army, instrumental characteristics might refer to pay and benefits, or the opportunities to travel abroad and engage in physical activities”.⁷

In his paper, the author highlights that the employer brand of the armed forces must attract not only people to apply to them, but also to stay working there.

As we can see, the retention of personnel issue is a universal problem in most nowadays Armies around the World. How to deal with it is a challenge? Brazilian Army is trying to partially solve this problem through a social action.

The Social Action is regulated by the General Instructions for the Operation of the “Educating Is Our History Program” under the Army Command (EB10-IG-02.020). In its text, the Instructions highlight the objectives of the Action: to favor the participation of temporary staff in military school; to offer quality education to its public; to allows its public, even away of the big centers, access to quality preparatory courses; and to contribute to better quality of life and professional accession, through the entering in the military schools.⁸

Most of all, the Social Action EDUCATING IS OUR HISTORY is a way of the Army to value its soldiers. The Action sends a message to their foot soldiers, that they are an important source of personnel and that the Army needs their services and experience, in the words of Freddie, writing about the British Army:

The fact remains though that the principle should be that those who serve should be rewarded for it, and rewarded for the sacrifices made, both great and small, for their country. When soldiers feel that they could earn more elsewhere as well as have a better quality of family life it is difficult to persuade them to remain.⁹

After a brief view of the retention in management of military personnel picture in different Armed Forces around the globe, and noticed that it affects real big players, even the more powerful Forces of important countries, we can focus in the efforts made by Brazilian Army, specifically the Social Action EDUCATING IS OUR HISTORY.

⁷ LIEVENS, 2007, p.5.

⁸ BRASIL, 2016, p. 2.

⁹ FREDDIE, 2019, p. 15.

3. Case in Analysis

The Brazilian Army, through the Army Commander's Guidelines, sets as one of its main goals the prioritization of its personnel and family, so that the valorization of the military career and a continuous education of human resources should be increased and optimized, with the purpose of attracting and maintaining Brazilian youth within the Army lines.

Aligned with the Army Strategic Planning (PEEx – Army's Strategic Objective #13): "Strengthening the Human Dimension" and the Strategic Personnel Objective (OEP #01): "Contributing to the Strengthening of the Human Dimension" of the General Department of Personnel (DGP), Ordinance No. 560 of May 24, 2016 was published. It deals with the General Instructions for the Functioning of the Army Social Assistance System (EB10-IG-02.013), which foresees programs in the field of education in Article 9th: *"The Army Social Assistance System will act together and/or in isolation, for the benefit of the Army Command, in the following fields: (...) IV - education;*¹⁰

The Social Assistance Action "EDUCATING IS OUR HISTORY", as prescribed by the General Instructions for the Operation of the "Educating Is Our History Program" under the Army Command (EB10-IG-02.020), published in Ordinance No. 1.737, DECEMBER 30, 2016, aims to encourage the participation of Brazilian Army's temporary military to hold the contest for Military Schools and the National High School Exam (ENEM); provide quality education to military dependents, Brazilian Army civilian employees and their dependents, and employees of the sponsoring institution (Army Housing Foundation - FHE/POUPEX) and their dependents who intend to enter military schools and ENEM approval;

It allows military and civilian employees, transferred or living in remote places, as well as their dependents to have access to good quality courses, giving them conditions close to equality with those who live in large urban centers and contribute to meeting the longing of the military public in improving the quality of life and social advancement through the approval in the contests for the Military Schools.¹¹

Considering the struggles of Brazilian economy, it was always a good option for the young man who are finishing his mandatory service time, to join the permanent staff of the Brazilian Army, usually for the financial security given by the career, and also because of the Army social protection, a guarantee of parity of salary payment for the retiree years.

¹⁰ BRASIL, 2016, p. 13.

¹¹ idem, 2016, p. 5.

In nowadays structure of the Brazilian Army, the only access to become a permanent staff is to be approved in one of the contests to the Military Schools, mainly Cadets Preparatory School (EsPCEEx) or Non Commissioned Officers School (ESA). The Social Action EDUCATING IS OUR HISTORY aims to approve our temporary personnel in this two contests.

The main public of the Social Action includes temporary personnel and military-dependent who wishes to participate in contests from the Army Cadet Preparatory School (EsPCEEx), the Sergeants of Arms School (ESA) or to try the National High School Exam (ENEM). Scholarships are sponsored by the POUPEX foundation. The scholarship holder must be at least 24 years old, complete high school and has shown good behavior and aptitude for the military career during his time, having to commit to participate in the ESA contest, paying the registration fee.

The Action is a proposal for an innovative change in the preparation of soldiers, corporals, NCOs, military dependents, Army civilian employees and their dependents, POUPEX employees and their dependents (while POUPEX is the sponsor), who aim to join military schools, or do the ENEM test.

The Action aims to provide access to quality education at low cost and without interfering with the Military Unit missions, offered by specialized courses in the format of live classes, transmitted by videoconference and recorded, supported by didactic material.

It also seeks to provide interaction between students and teachers, for the solving of questions, with the availability of chat rooms, tutoring or e-mails provided by the courses, as well as the monitoring of school performance, through application. and simulated tests analysis.

The first step of the Social Action was the pilot project in 2016. At the time it covers 100 volunteer students from 13th Bda Inf Mtz, 17th Bda Inf SI and Parachute Infantry Brigade. To the pilot, the preparation courses presented were: DEGRAUS, Azambuja, and Marechal Course. But the initiative only went nation-wide in the year of 2017, with full operation.

As actors of the EDUCATING IS OUR HISTORY social action, we had: the Brazilian Army, the DEGRAUS preparatory course, which was chosen as a contracted service provider and the FHE/POUPEX Foundation that pays for scholarships for military personnel chosen by the Action participating authorities, as sponsoring institution.

Both kinds of candidates, scholars and volunteers (who also have the economic advantage of paying better prices), have at their disposal advantages provided by the

DEGRAUS contest preparation course, such as video classes, monitoring, online questions and batteries of weekly simulated tests.

The DEGRAUS preparatory course was elected by public bid and consists of an educational institution with extensive experience with the tool open and distance learning (ODL) and displays high approval rates, both in the Military Schools and ENEM contests.

The role of the Military Organizations in the EDUCATING IS OUR HISTORY Social Assistance Action consists in the involvement of military managers of the program, responsible for.

The Social Action Works when a Military Unit receives one or two scholarships, distributed for the superior Brigade value Unit, and the Commander, assisted by the manager of the Action distribute them to chosen soldiers. These soldiers must have good behavior, show aptitude for the military career and be volunteers to attend to the NCOs or preparatory School. Other soldiers must apply to the course to, they will be favored by special promotional prices to the DEGRAUS OLD online preparatory course. Once signed in the course the student, scholarship and volunteers must attend classes, ask questions to the tutorship teachers and do the simulated tests.

The role of DCIPAS, through its Social Assistance Section, is to supervise all the Social Assistance Action, linking the course, DEGRAUS; the sponsor Institution, POUPEX and the Military Units, with their managers and students. It is up to the sponsor institution to pay DEGRAUS course for the scholarships. DEGRAUS course must deliver to the students' classes, question tutorials and simulated tests, provide classes with promotional prices to the volunteer students without a scholarship, and, if asked, show the data and results of its work.

The Military Units has the responsibility to accompany the progress of their students, both scholarship and volunteers, by its Unit Manager, an officer or NCO designated by the Commander to be the representative of the Social Action on the Unit. The Unit Manager acts by monitoring the candidates since the enrollment, monitoring the participation in the video classes, visiting to the course's web page and accompanying performance in the simulated tests, both to scholars and volunteer candidates.

The student, with scholarship or volunteer, must pay its inscription in the military school contests, attend classes, ask questions in the tutorials and do the simulated tests weekly. The volunteer students (temporary staff and military personnel dependents) have to pay for the inscription on the Military School contests, be assiduous at the classes, pay the promotional price (if without scholarship), use the tutorials and do the simulated tests.

According to the management of the Social Action, the EDUCATING IS OUR

HISTORY lacks better publicity, specially through the Force media tools, before the beginning of the classes of the preparatory courses; the involvement of the chain of command, in all levels, is crucial to the functioning of the Action, mainly the Military Unit Commanders; the administration team of Social Assistance Section in DCIPAS need personnel reinforcement; and finally the legal support to the cooperation agreement with DEGRAUS course must be revised.¹²

In the pro side, we have the active role played by the Unit managers, identifying students learning difficulties; the good support provided by DEGRAUS course, with a modern platform, that offers online registration to students, classes recorded and available until the contest day; and detailed reports from DEGRAUS, with students assiduity control, simulated tests and registration in the contest data, essential to planning new strategies for the Social Action.

Regarding to approval report, in 2017 the Social Assisting Action EDUCATING IS OUR HISTORY numbers were: in the contest for the Sergeants of Arms School (ESA) 590 students (470 with scholarship) with 22 approved (3 with scholarship); in the contest for the Army Cadet Preparatory School (EsPCEEx) 149 students with 9 approved, in the National High School Exam (ENEM) 1 approved.

The results in the year of 2018 were Slightly better. As new practices in this period, we had the contract with another preparatory course, "ESTRATÉGIA" course, and the inclusion of the Brazilian Army "Tiros de Guerra", (reserve soldiers formation Units) in the Social Assisting Action EDUCATING IS OUR HISTORY.

Conclusion

The strengthening of the military career and a continuous education of human resources optimization are main goals of the Brazilian Army, declared in the Army Commander's Guidelines and reflected in the Army Strategic Planning (PEEx – Army's Strategic Objective #13): "Strengthening the Human Dimension" and the Strategic Personnel Objective (OEP #01): "Contributing to the Strengthening of the Human Dimension".

Considering that the Brazilian Army dismisses about 76.000 young soldiers who have ended their mandatory military service time each year, the purpose of attracting and maintaining Brazilian youth within the Army lines becomes a key issue for the personnel management in the Force.

¹² Entrevi with Cap Volponi DCIPAS, 2019

The General Instructions for the Functioning of the Army Social Assistance System (EB10-IG-02.013) are the legal support for social actions regarding the field of Education; and the General Instructions for the Operation of the “EDUCATING IS OUR HISTORY Program” under the Army Command (EB10-IG-02.020) describe the Social Assisting Action and details its objectives, functioning and field of acting¹³.

The Social Assisting Action EDUCATING IS OUR HISTORY aims to encourage the participation of Brazilian Army temporary military to hold the contest for Military Schools and the National High School Exam (ENEM); providing quality ODL education to military dependents, Brazilian Army civilian employees and their dependents, and employees of the sponsoring institution (Army Housing Foundation - FHE/POUPEX) and their dependents who intend to enter military schools and ENEM approval;

The Action allows its target public, that have been transferred or are living in remote locations inside Brazilian territory or abroad, as well as their dependents to have access to good quality preparatory courses, giving them conditions close to equality with those who live in or around big cities and contribute to meeting the retention of the military public in improving the quality of life and social advancement through the approval in the Military Schools contests.¹⁴

EDUCATING IS OUR HISTORY started in 2016, with a pilot program, but had its official beginning nationwide in 2017, limit year of this study. The results as shown in the chapter 3, “Case in Analysis”, were not very expressive.

Is the Social Assisting Action EDUCATING IS OUR HISTORY an effective tool in personnel retention for the Brazilian Army?

First of all, we have to think of education as an long term investment. In other words, the knowledge acquired in the preparatory courses classes will accompany these young men and women for all their lives, if not effective in the immediate contest, will serve them for the next and so on. In order to measure it, a way wider study would be needed, accompanying the participant of the Social Action for a longer time.

The effort of the Social Action *per se* denotes the Army interest’s in values its troops, aggregating value to the movement towards the valorization of Army’s main asset: Its human resources. Although the target of the Social Action is the temporary personnel, the sensation spreads to all members of the institution, including dependents. This feeling, occurring in the affective area, is, again, very difficult to measure, demanding, one more time, a much vast research.

¹³ Idem, 2016, p.3.

¹⁴ idem, 2016, p. 5.

The Social Assisting Action EDUCATING IS OUR HISTORY is far from perfect, in the words of their own managers, it lacks better publicity, involvement of the chain of command, mainly the Military Unit Commanders; personnel reinforcement; and adjusts in its legal support to the cooperation agreement with DEGRAUS course.¹⁵

However, the faith and hard work of those who keep the Action functioning, cannot be underestimated. All personnel involved, the management team at DCIPAS, the administration of DEGRAUS course, the Unit Commanders and managers, and even the students are showing dedication beyond duty to fulfill the EDUCATING IS OUR HISTORY main goal: to retain temporary personnel within the Brazilian Army lines.

The results of the Social Action in the year of 2019 will only be available in the month of October, but with the inclusion of a new preparatory course (Estratégia) and with the *Tiros de Guerra* (Brazilian Army reserve soldier formation Units) participating on the effort, good numbers are being expected. Consequently, the DCIPAS management team is already planning the Action for 2020.

The Action faces some problems, mainly of publicity, but it has been adapting and getting better each version. Regardless the shy numbers in these initial years, the Social Assisting Action EDUCATING IS OUR HISTORY represents a great success in achieving the proposed goals. Above all, it represents an effort of the institution Brazilian Army in retain good personnel among its troops. It valorizes a fantastic career, providing support to these who want to face the rigid contests to access Brazilian Army Military School. In the words of a British Soldier:

The Army is a wonderful organisation, and a great place to work. It offers a life infinitely more varied, more exciting, more challenging and more interesting than any other job. The Army offers world class training, the chance to be present when history is made, to see and do things that a warehouse manager or a lawyer could only ever dream of. In the Army one can be a member of numerous high-performing teams, themselves made up of talented individuals, who nurture and develop you. In the Army you can travel, do adventurous training, throw grenades or fire missiles, operate expensive kit, and be challenged. All the while you are on a career path that throughout should make one feel proud, and make your mum feel proud. In the Army you are paid to be fit, to play sport, to know what it's like to wake up before dawn in the jungle or in Brecon, and in both places do exciting things that push you to your limit, as well as to meet people whose native tongue is impenetrable (in both the jungle and Brecon). The Army is an amazing life, and these are its positives. To retain its people the Army needs to make sure that these are not outweighed by negatives that, with some imagination and investment, are possible to fix.¹⁶

¹⁵ Entrevista with Cap Volponi, DCIPAS, 2019

¹⁶ FREDDIE, 2019, p. 18.

To summarize, the Social Assisting Action EDUCATING IS OUR HISTORY has a great potential to become an efficient tool in retention, for Brazilian Army personnel management. If this potential was not achieved in all its magnitude it is mainly because of the short time of existence of the initiative.

But our people in DCIPAS are already dealing with these issues, the planning is very agile and flexible. The administration of the Action is really concern about the publicity and involvement of the chain of command. The Action is growing too, in 2018 as an example, there was the acquisition of new actors: “Tiros de Guerra” Units (temporary instruction unities) and “ESTRATÉGIA” preparatory course.

We will continue to hear about the Social Assisting Action EDUCATING IS OUR HISTORY, thanks to the silent efforts of the Military and civilian personnel involved in the administration of the Action, working tirelessly for the wellbeing and self-development of the Brazilian Army more precious assets: its human resources.

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