SMITHSONIAN'S MANPOWER RESEARCH AND ADVISORY SERVICES:
A 22-YEAR PARTNERSHIP WITH THE OFFICE OF NAVAL RESEARCH

H. Wallace Sinaiko

Final Report

April 1994

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### Smithsonian's Manpower Research and Advisory Services: A 22-Year Partnership with the Office of Naval Research

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Summarizes two decades of Smithsonian work on naval manpower, personnel and training issues. Major contributions were the provision of a secretariat for ONR's Manpower R&D Program, the organization of conferences and symposia, participation in boards and committees, and the operation of a clipping service and other means of keeping abreast of conditions affecting the Navy's ability to meet its manpower needs. Because the contract had many unique aspects, this summary also goes into the history of the program, how it was organized, and some examples of successful and not so successful outcomes.
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SMITHSONIAN'S MANPOWER RESEARCH AND ADVISORY SERVICES: A 22-YEAR PARTNERSHIP WITH THE OFFICE OF NAVAL RESEARCH

THIS REPORT

From early 1972 through April 1994 the Smithsonian Institution enjoyed a unique contractual relationship with the Office of Naval Research (ONR). This final report summarizes that arrangement: how the program came about, its organization and management, and the nature of Smithsonian's involvement. Because we know of no similar effort, we feel that its documentation might be useful in other settings.

BACKGROUND

Antecedents. For over thirty years, from 1940 to 1973, the nation used its Selective Service System as the primary mechanism for manning the Armed Forces. Conscription brought millions of men into the military to serve in World War II, Korea, Vietnam, and during interim Cold War periods. In 1971, in the face of a prolonged and unpopular war, the Administration announced that it would abolish the Draft. A voluntary mechanism would be the nation's principal means of providing new entrants to the Armed Forces. The last draftees entered the Services in mid-1973 and an "all-volunteer force" (AVF) was established.¹

At about the time of the announced plan for an AVF, an ad hoc panel of the Naval Research Advisory Committee recommended to the Assistant Secretary of the Navy (R&D) and the Chief of Naval Research that a program be initiated to deal with anticipated personnel problems. The NRAC panel proposed a special mechanism for managing the program. Because of the complexity of the Navy's manpower system and the dynamic nature of research that would have to deal with it, NRAC recommended that a coordinating committee be established. Additionally, the panel felt that the issues and problems underlying naval manpower would cut across traditional scientific disciplinary fields. There would also be a need to coordinate research planning with the operational users of research outcomes. NRAC foresaw pressures to produce viable, policy-oriented results and to maintain close ties to related work in the other Services and the Office of the Secretary of Defense. Interestingly, the panel tactfully but forcefully stated that a new way of doing business would be essential:

¹ Except during times of massive mobilization, the U.S. Navy has relied on volunteers to provide its new entrants; however, many volunteers, particularly during Vietnam, were "draft motivated" men who chose the Navy as an alternative to Army service.
Past research efforts enjoy a tradition of relying on a variety of unrelated, uni-disciplinary studies, of being unaware of the relevant implications of on-going research in other areas, and of failing to follow up on the considerable amount of incomplete and fragmentary research generated by the immediate needs of policy decisions that had to be met before thorough research could be completed. The effort proposed must change this tradition if it is to be successful. (Panel report to NRAC)

The Assistant Secretary of the Navy (R&D) provided a budget and assigned ONR the responsibility for organizing and executing the effort. Glenn Bryan, director of the Psychological Sciences Division was named Program Manager.

Acknowledging that the new program would have to be run in ways quite different from ONR's traditional support of basic research, Bryan followed NRAC's guidelines. A modus operandi evolved that took these unique factors into account: a) the Navy and the Marine Corps would require responses to short-term problems; b) ONR would have to develop mechanisms for anticipating manpower problems not previously encountered by the Navy; c) research issues would be multidisciplinary in nature and several ONR scientific areas would have to be involved; and d) active participation by uniformed personnel in planning and oversight functions would be essential. The AVF work would also be subjected to a high degree of visibility and there would be pressures to produce tangible outcomes. A Manpower R&D Committee was established to serve the program manager in an advisory capacity.

The Committee. Membership was multidisciplinary within ONR and, eventually, navy-wide. Scientific officers from several of ONR's technical disciplines were represented, e.g., social psychology, operations research, computer science, cognitive psychology, etc. Also involved were uniformed Navy and Marine Corps officers, civilian managers, and scientists from outside ONR. Many organizations designated people to participate in committee meetings. These were regularly represented: the Bureau of Naval Personnel; Headquarters, Marine Corps; the Navy Personnel Research and Development Center; the Navy Recruiting Command; the Navy Secretariat; the Office of the Chief of

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2 Bryan retired in 1983. His successor program managers have been Michael Curran and Stanley Collyer.

3 The committee has been known by several names, e.g., All Volunteer Navy, All Volunteer Force, and Manpower, Personnel and Training (MPT) R&D. We will refer to it as the Manpower R&D Committee in this report.

4 The multifaceted nature of the group sometimes created tensions that, while uncomfortable, made for a productive and relevant effort. An example was the question of whether the program should focus narrowly on a few issues or should take on almost anything that was presented; the latter course was followed in the early years, with a relatively narrow focus on a few general areas later on.
Naval Operations; the Navy Material Command; the Naval School of Health Sciences; and the Naval Education and Training Command.

The committee had two principal functions: a) continuous surveillance of military and civilian manpower trends -- and any other factors likely to affect the Navy's ability to recruit, train, retain, and utilize its people -- as a means of keeping members well informed; and b) identification of prospective investigators, and generating and evaluating research proposals. The first function called for a certain amount of futurology, a process that generally goes against the scientific grain but one which could not be ignored. It also meant that the committee had to discriminate those problems that were amenable to research from those that were not. The second function called for bringing the program to the attention of competent researchers and encouraging them to submit research proposals. The committee saw its mission as a high-risk, high-payoff enterprise. It also saw a need to support research on new methodologies in addition to more substantive work.

The Manpower R&D Committee was chaired by Robert Lundegard, director of ONR's Mathematical Sciences Division. From its inception demands on the group were considerable. Members continued in their primary roles as scientific officers in ONR's basic research programs, but they also carried new responsibilities for the Manpower Program. If the committee was to fulfill its mandate, members needed help in what was becoming an unanticipatedly heavy imposition on their normal routines.

In Glenn Bryan's words the committee required a "full time worrier" to provide a secretariat and perform other functions, and he turned to the Smithsonian.

SMITHSONIAN'S ROLE

Why the Smithsonian? Leonard Carmichael, an eminent experimental psychologist, former president of Tufts University and Secretary of the Smithsonian (1953-1964), had a long-standing interest and professional involvement in military manpower matters. Toward the end of his tenure at the Smithsonian, Carmichael served as principal investigator for a contract that provided consulting assistance to ONR's Psychological Sciences Division. Early in 1972 ONR expanded its contract with the Smithsonian as a way of bringing on board Bryan's "worrier." Wallace Sinaiko was recruited to fill that role. Carmichael, at the time an emeritus Secretary of the Smithsonian and a Vice

5 These ONR scientific officers deserve special mention for their part in getting the Manpower Committee off the ground and for giving many hours of service: Marshall Parr, William Gaymon, Bert King, John Nagay, and Martin Tolcott (all in the Psychological Sciences Division); and, Marvin Denicoff, Randy Simpson, and Tom Varley (from the Mathematical Sciences Division).

6 The Smithsonian has both federal and private components. The latter accepts grants and contracts to conduct work for other federal agencies; it is also the repository of bequests, endowments, and other non-appropriated funds.
President of the National Geographic Society, became the project's nominal principal investigator. Following Carmichael's death in 1974 Sinaiko assumed the role of PI and became Program Director, Manpower Research and Advisory Services (MR&AS), at the Smithsonian. Organizationally the ONR grant to the Smithsonian was attached to the Office of the Assistant Secretary for Research. Our relationship with that office is further explained in the final section of this report.

Where the work was done. There was no functional reason why Smithsonian's work for ONR should be located on the Mall. Because daily interactions with Bryan and the Manpower R&D Committee were essential, Smithsonian was provided with an office at ONR headquarters. In 1976 the staff moved to commercial space in Alexandria, Virginia.

What was to be the project's duration? Initially, ONR expected the AVF project to fulfill its objectives and likely go out of business in one year but possibly extend to a second year. Such was not the case, however, and proposals were solicited by ONR every year through 1993. The Smithsonian submitted proposals and contract renewals were granted each year for 22 years.

Project staff. The staff was small. In addition to the program director there was a full-time administrative officer -- Becky Graham (from 1972 until her retirement in 1989) and Marsha Morahan (from 1989 to the present). Carol Blair served as secretary on a half-time basis since 1976.7 Quality, involvement, commitment, a can-do attitude, and talent -- rather than numbers -- are what they brought to the ONR project, and they deserve a full measure of credit for its accomplishments.

WHAT THE SMITHSONIAN DID FOR ONR

The Manpower Committee. The Smithsonian's main role has been to support ONR's Manpower R&D Program. For both the committee and a smaller executive group, formal agendas were prepared and circulated prior to meetings, a procedure that insured meetings would be productive and contain no surprises for attendees. In addition to setting agendas, Smithsonian recorded and distributed minutes, and maintained essential documents, records, and reports. It also became our responsibility to follow up policy or funding decisions to see that they were executed.8

Because many of the substantive manpower issues facing the Navy were urgent, we developed mechanisms for moving the decision process at a relatively fast pace. For

7 During a one-year absence, Carol Blair's position was filled by Becky Caldwell.

8 All decisions involving the Manpower R&D Program were, of course, the exclusive responsibility of ONR. Recognizing the possibility of conflict of interest, real or perceived, Smithsonian staff was careful to guard against becoming involved in the Committee's decision processes.
the research proposals that were funded, scientific oversight of the research became the responsibility of individual ONR scientific officers; however, the full committee retained an interest in progress and outcomes through briefings, special meetings, and technical reports.

The Manpower R&D Committee met about 465 times. During that time 965 research proposals and concept papers were submitted by prospective grantees and evaluated by the committee and its executive group. As a standard procedure, all full proposals and many concept papers, or pre-proposals, were also reviewed by people external to ONR. Many hundreds of hours were given by those outsiders — professional staff in laboratories as well as Navy and Marine Corps officers — in providing their professional judgments. Smithsonian arranged the external reviews and did the necessary tracking to see that they didn’t fall through the cracks.

Many issues that became central to the success of the AVF could not be anticipated at the beginning of the Manpower R&D Program and it was necessary to “monitor the future.” For example, no one in the Navy knew, at the inception of the volunteer force, that premature personnel losses through unscheduled attrition would become a serious problem. To keep on top of these evolving issues it became necessary to establish links with the non-R&D world. To that end we brought in authoritative speakers — from academia, the press, independent research organizations, and the four Services, *inter alia* — who addressed many topics felt to be important to the AVF. Smithonian also established a clipping service.

**Clippings.** Military manpower issues were covered thoroughly by the news media and other sources. The Smithsonian developed an extensive clipping service, our primary sources being the *Navy Times*, the *Washington Post*, and the *New York Times*. We also routinely distributed articles from, for example, Government Accounting Office reports, the Commission on Professionals in Science and Technology, the American Psychological Association’s *Monitor* and *Science Agenda*, *Government Executive*, the American Psychological Society’s *Observer*, and *Psychological Science, IEEE Spectrum, Wall Street Journal*, etc. Clippings and other memos we prepared were sent to an extensive list of addressees, usually on a semi-monthly basis. The primary distribution list for clippings, memos, and committee minutes varied over the years from about fifty to nearly one hundred names. Some of the recipients routinely copied portions of Smithsonian mailings for further distribution within their organizations.

**Organizing conferences and symposia.** From the beginning, and until about the mid-1980s, the Smithsonian played a seminal part in organizing and running many meetings on a wide range of topics. Sponsorship, always involving ONR, frequently was shared with other agencies, e.g., the Office of the Secretary of Defense, the Navy

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9 Appendix A contains a chronological list of the invited speakers who addressed Manpower R&D Committee meetings over the life of the Smithsonian contract.

10 We estimate that we distributed over 3000 clippings.
Secretariat, the Bureau of Naval Personnel, the Navy Personnel Research and Development Center, and the Naval Postgraduate School. Many meetings were problem-oriented, bringing to bear academic and other expertise on specific issues; other meetings were geared toward methodological problems. Some of our conferences had as their aim to extract policy implications from completed research. On occasion Smithsonian arranged small one-on-one meetings to permit direct interchanges between academic researchers and high-level navy manpower executives.

Some of the topics addressed by conferences and workshops were: measuring the cost-effectiveness of military morale and recreation programs, the causes and possible remedies for high levels of personnel attrition, low personnel retention in the reserve forces, improved and unobtrusive techniques for determining attitudes and opinions, black representation in naval aviation, tactical decision making, navy R&D manpower management, human resource accounting methods, Hispanic participation in the naval force, and manpower problems of reserve forces. Outcomes of all meetings organized by the Smithsonian were published as technical reports or minutes. The outcomes of meetings were frequently presented as action or policy-oriented findings, as well as agendas for new research.

We believe that the Smithsonian's cachet was an invaluable asset. The Institution was well-known for its chartered objective, "the increase and diffusion of knowledge," and we never encountered reluctance to accept invitations to participate. (Meetings were sometimes over-subscribed and we had to resort to a "by invitation" policy.) Since the Smithsonian had no vested interest in the subjects of the conferences, meetings were viewed as bias-free. We made a special effort to assure that contributors represented a range of opinions and viewpoints.

Collateral secretariat functions. During the life of Smithsonian's contract with the Office of Naval Research we worked, as a collateral responsibility, in two programs in addition to Manpower R&D. From October 1975 to June 1981 the Office of Naval Research and the Naval Material Command jointly ran a Procurement R&D Program "to study and recommend methods to improve major systems procurement practices" in the Navy. As a planning and oversight body an Acquisition Research Council was established along the same lines as the Manpower R&D Committee. Council members represented ONR's Mathematical Sciences Division, the Office of the Chief of Naval Operations, the Naval Material Command, the Naval Postgraduate School, etc. Research was carried out mainly in academic settings, e.g., UCLA, George Washington University, University of California (Berkeley), and the Naval Postgraduate School. The council met about 135 times over the life of the program. Smithsonian provided a secretariat function, e.g., scheduled bi-weekly meetings, kept and distributed minutes, and served generally as corporate memory for the work done by the Acquisition Council's grantees.

An annotated bibliography (Appendix B) includes reports of conferences and symposia supported by the Smithsonian.
A Recruiting Resources Allocation Study, set up at the direction of the Navy Secretariat and the Navy Recruiting Command, supported research aimed at understanding and alleviating recruiting problems. A steering group met aperiodically to oversee the work of academic contractors and Smithsonian served as the group's secretariat. The study ran for four years, from 1977 through 1981. Perhaps the most interesting component of the work was an experiment run by the Wharton School, University of Pennsylvania. Recruiting resources -- advertising dollars and numbers of recruiters -- were systematically varied in a national sample of navy recruiting districts and effects on accessions monitored. Results of the experiment, which were counter to the conventional wisdom of the time, were not well received by the sponsors; but they did support the Secretary of Defense and they did conform to good social science research design.

Meetings attended. From the beginning we felt, and our Navy sponsors strongly agreed, that it was essential for the Smithsonian's PI to attend meetings relevant to the substance of the ONR Manpower R&D Program. Consequently, our travel budgets were relatively strong. An essential part of attending workshops, conferences, symposia and the like was the feedback we provided to the naval manpower community. We did that in the form of briefings and summary memorandums. Among the meetings we attended were: biennial conferences of the Inter-University Seminar on Armed Forces and Society, annual conventions of the American Psychological Association, and biennial symposia on "Psychology in the Department of Defense." In addition we went to many other meetings, e.g., conferences of the Military Testing Association, and the International Applied Military Psychology Symposium; a conference on "The Armed Forces and Military Service in a Democratic Society," sponsored by the State Committee of the Russian Federation on Defense; a conference on "The Role of Education in Restructuring Defense," run by the U.S. Department of Education; formal reviews of basic research in the behavioral sciences sponsored by the Office of Naval Research and by the Army Research Institute; and a conference on "Military Leadership," sponsored by the U.S. Naval Academy and the Navy Personnel Research and Development Center.

Panel membership. A valuable window into international military manpower matters has been our long-standing participation in The Technical Cooperation Program (TTCP), a defense science consortium comprising the principal English-speaking nations -- Australia, Canada, New Zealand, the UK, and the U.S. Smithsonian's involvement took the form of membership in the technical panel on Military Human Resource Issues, which had its first meeting in 1978 and still continues to meet. The panel is composed of psychologists, sociologists and other professionals, in and out of uniform. Sinaiko served as U.S. National Leader from 1979 through 1993; during 1984-91 he also served as panel chairman. The panel meets annually on a rotational basis among the five countries. Smithsonian was responsible for hosting four annual meetings. Panel members developed an active network that, during interim periods, has supported frequent and voluminous exchanges of information, often stemming from specific (sometimes urgent) inquiries that

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12 Appendix C contains an illustrative list of memos prepared by Smithsonian.
originated at high levels in the countries' defense establishments. Outcomes of the panel's work have been influential in manpower policymaking decisions in all the member nations, and in eliminating unnecessary duplication of research.

Fortuitously for U.S. defense manpower research, each of the other four countries had shifted from conscription to volunteer manning of their forces long before the advent of the AVF here. Thus, we stood to learn from those experiences. Illustrative of the topics with which the TTCP panel has dealt are: widening the supply base for entry level personnel; officer selection; validities of applicant screening techniques, e.g., biographical information, the interview, cognitive ability testing, artificial neural networks in personnel selection, and computer-based and computer-adaptive testing; military service as a socialization agent; management, selection and training of recruiters and recruiter productivity; military families and retention; utilization of military women; prediction of job satisfaction and attrition; military occupational structures; officer shortages; changing youth labor markets and demographic trends; survey research techniques among military populations; performance appraisal; ethnic participation; and manpower lessons from the Gulf War. The panel's publications appear in the annotated bibliography (Appendix B).

Membership: Boards, committees and professional societies. Smithsonian's principal investigator served on the Defense Science Board Panel on Training Technology, an ad hoc effort to lay out long-term research needs and recommend new areas of concentration. He also was a member of the Naval Research Advisory Committee's Ordnance Panel, a body that periodically reviewed research programs at the Naval Surface Warfare laboratories.

Also relevant to ONR's Manpower R&D Program was our participation in the Inter-University Seminar on Armed Forces and Society (IUS), an international forum for scholarly exchange in the behavioral and social sciences, focusing on military establishments and civil-military relations. IUS fellows include academics, active duty military people, and others from a variety of research settings. Fellows' disciplines include history, sociology, political science, psychology, law, economics, and international relations. Sinaiko attended and reported on many IUS biennial conferences. In addition he was a member of its Executive Council and has served as IUS Washington area regional coordinator (1985-1987), and as program co-chairman for the 1987 and 1991 IUS Biennial Conferences.

Sinaiko has been a representative to the Council of the American Psychological Association, and he served as president of the Society of Engineering Psychologists, a division of the APA.

During the late 1970s a Navy Yearbook of Manpower, Personnel and Training was published periodically. Produced at the direction of the Under Secretary of the Navy, the yearbook was intended to bring to the attention of top level navy manpower managers selected R&D issues and outcomes, "...in a style likely to be read and remembered." Sinaiko was a member of the three-person editorial board of the yearbook and he co-authored the lead article in the first issue. (See "Miscellaneous Publications" section of the annotated bibliography, Appendix B.)
REFLECTIONS: WHAT DIDN'T WORK AND WHAT DID

A disappointment. We were never able to execute, to our own or to the ONR program manager's satisfaction, an acceptable record in the arena of research transitions ("Research transition" means moving completed work to direct application in a navy installation. Transition can also occur when basic research outcomes are moved to more applied levels of research and development.)

Why were we not able to succeed in this arena? Partly it was because the emphasis on transition came late in the program. It was not until the mid- to late-1980s that ONR managers began to stress transition, by which time it was not possible to retrospectively execute transition activities for the many successful program elements that had been completed. Another factor was the long standing role of ONR as a major supporter of basic research in many fields. For several decades ONR built an enviable reputation for pushing back the frontiers of scientific knowledge with little necessity to emphasize further development or application. At the time the Manpower R&D Program and Smithsonian entered the scene, ONR's scientific officers had little interest or incentive in moving completed work to other laboratories or into the field.

On a more practical level there was never a group effort in the Manpower R&D Committee to lay out transition plans, objectives, and the like. Few people associated with the program knew how to bring about research transitions. Consequently, planning was largely an ad hoc and ex post facto exercise. Had there been commitments made at the inception of every research element, with firm agreements about what would be done if outcomes held promise, we might have been able to produce a much better record in this regard.

Still another reason for the failure of transition, and one beyond anyone's control, lay in the nature of exploratory developmental research, the category of research represented in the Manpower R&D Program. Some risk is always involved and there are as many dry holes as gushers that result from these programs. Thus, in some cases transition prospects were about as great as the proverbial snow ball's chance in hell, which should come as no surprise to anyone familiar with this type of research.

Last, if it was to work at all, transition required involvement of the uniformed naval services, a condition that evaporated during the last three or four years of the Smithsonian contract. The participation of ONR scientific officers, and others, in the Manpower R&D Committee gradually diminished, either because of lack of interest or, more likely, because other matters assumed higher priority.

Successes. These were more diffuse, but no less worth reporting, than the disappointment. The Smithsonian's role over the life of the ONR contract had many positive aspects. From the start we believed the name of the game was to "keep the players informed" and we think we were effective in that regard. (See earlier sections on clippings, meetings, conferences attended, and briefings.) We also developed fast and accurate ways to maintain the records of a research program that was atypical in ONR -- it had high external visibility, it was interdisciplinary, it dealt with many critical problems.
of the moment, and (for ONR) it imposed very heavy demands in terms of processing research proposals. Smithsonian's emphasis on annotating research funding decisions, on keeping many people and organizations in the loop, on arranging for research findings to be disseminated by several means, on distributing a lot of information to a lot of people – all were among our major commitments and successes.

The conferences and symposia we organized, described in detail elsewhere in this report, were generally received enthusiastically both by speakers and other participants. At the same time the meetings brought deserved recognition to ONR. It was never easy to orchestrate those meetings; but we feel they were well worth the effort. ONR's priorities began a gradual change in the mid-1980s and the conferences and symposia were discontinued. Unfortunately, no other organization took up the slack. We regret the demise of what had been a valuable contribution of the Smithsonian to the Navy's (and others') understanding of many manpower issues.

Although it was not our explicit intention, we became the corporate memory for the Manpower R&D Program. In ONR, and particularly in the uniformed Navy where turnover is high, our ability to "know who knew" had many payoffs.

As a navy contractor we often felt we were treading through a minefield of privileged information, decision processes that were properly the prerogatives of government personnel, and procedural matters that (if we were improperly involved) could have proven embarrassing, unethical or worse. We took the position that it would be necessary at times to hold our ONR colleagues' feet to the fire when, say, they did not move research proposals through review procedures at a reasonably fast pace. In doing that we generated very little friction. We were also privy to hundreds of decisions and outcomes regarding research proposal submissions, a fact that often resulted in off-line requests for feedback information from prospective grantees.

Although we were careful to maintain a detached position with regard to decisions made by the Committee and the Executive Group, we developed strong relationships with many of the program's contractors and grantees during our tenure. It was not difficult to establish good rapport with principal investigators and their colleagues; part of our role was to be supportive and they recognized that as an asset. We visited most grantees in order to learn through informal discussion about their work and, more importantly, ways in which we could provide assistance. In some cases we introduced investigators to naval organizations whose cooperation was necessary for the conduct of the research. We arranged end-of-contract briefings to operational commands and to manpower policymakers in the Navy and the Department of Defense. We were instrumental in seeing that several grantees were invited to report on their research at professional meetings, both national and international.

A special success story has been our involvement with the Technical Cooperation Program (described above). Smithsonian's role in creating the technical panel on military human resources, our participation in collaborative cross-national research, and our contacts with colleagues from the other English-speaking countries were highly gratifying.
both professionally and personally. We believe that the panel is a model of how the "C" in TTCP should be accomplished.

Perhaps most important, although not an enduring consequence of the ONR contract, the Smithsonian has helped to establish and sustain a unique community of interest covering a wide range of navy activities. That has been a great source of satisfaction. For some, the Manpower R&D Committee meetings served a watering hole function: the meetings brought people together who had common interests but who otherwise would have no regular opportunity to meet. Committee meetings were often feisty, a condition that was sometimes uncomfortable but never boring and, on balance, essential in keeping the Manpower R&D Program viable.

Last, we feel that our role as Glenn Bryan's "full-time worrier" was fulfilled. A fast-moving, problem-oriented, navy-relevant program -- one without precedent in ONR -- got up to speed in record time and survived for many years. The people who came together formed what was surely a unique community of research managers, Navy and Marine Corps officers, defense manpower policy people, and researchers from the academic and corporate sectors. We believe, with a great deal of satisfaction, that Smithsonian was a major force in building and sustaining the community.

RELATIONSHIP WITH THE SMITHSONIAN

Throughout the life of the ONR contract we enjoyed an unusual relationship with our parent institution. In the Smithsonian's chain of command we reported to the Assistant Secretary for Research. The two secretaries for whom we worked, David Challinor and Robert Hoffman, held a loose rein on Smithsonian's work for ONR. Essentially, we operated in a near-independent mode. On those few occasions when it became necessary to ask for help, we did so without hesitation and assistance was always forthcoming.

Possibly this program has been one of the least visible in Smithsonian's history. Many times we have been asked, "What does your work have to do with the Smithsonian?" Our standard answer: "We have nothing to do with the Zoo, the art galleries, or the museums on the Mall. We exist to help the Navy with a special problem." That is why ONR came to the Smithsonian and that has been our only task.
## APPENDIX A

**Briefings Arranged by Smithsonian**

### 1973

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<td>University of Michigan</td>
<td>Perceptions of military service</td>
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<td>Dr. Jerry Barney</td>
<td>Peer-Managed Learning Systems</td>
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<td>CAPT Robert Barton</td>
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<td>Mr. Ralph Dusek</td>
<td>Army Research Institute</td>
<td>Race relations &amp; drug abuse</td>
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<td>Professor Fred Fiedler</td>
<td>University of Washington</td>
<td>Contingency models of leadership</td>
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<td>Dr. Eli Flyer</td>
<td>OSD(M&amp;RA)</td>
<td>Manpower research at MARDAC</td>
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<td>Dr. Albert Glickman*</td>
<td>American Institutes for Research</td>
<td>Navy career motivation</td>
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<td>Dr. Barry Goodstadt et al.*</td>
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<td>Navy career motivation</td>
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<tr>
<td>Dr. Gloria Grace*</td>
<td>System Development Corporation</td>
<td>Career satisfaction and retention</td>
</tr>
<tr>
<td>Professor Richard Grinold*</td>
<td>University of California</td>
<td>Manpower planning models</td>
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<td>Dr. Richard Hatch*</td>
<td>Decision Systems Associates, Inc.</td>
<td>Optimizing minority assignments</td>
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<td>Mr. Stephen Herbits</td>
<td>OSD(M&amp;RA)</td>
<td>Recruiting goals</td>
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<td>CAPT Horace Holley</td>
<td>BUPERS (Corrections Division)</td>
<td>Navy's corrections problems</td>
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<td>Mr. Richard Hovey et al.*</td>
<td>B-K Dynamics</td>
<td>Utility theory</td>
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<td>LCDR J. S. Ibach</td>
<td>BUPERS</td>
<td>Human Goals Plan</td>
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<td>Dr. Christopher Jehn</td>
<td>Center for Naval Analyses</td>
<td>Recruiting shortfalls</td>
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<td>MAJ John Johnston</td>
<td>OASD(MRA&amp;L)</td>
<td>Brookings study on the AVF</td>
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<td>Dr. Bert King</td>
<td>Office of Naval Research</td>
<td>Retention rates &amp; human resources</td>
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<td>Mr. Will Lassiter*</td>
<td>Data Solutions Corporation</td>
<td>Naval officer retention</td>
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<td>Dr. Robert Lockman</td>
<td>Center for Naval Analyses</td>
<td>Recruiting shortfall and prospects</td>
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<td>Dr. Kneale Marshall</td>
<td>Naval Postgraduate School</td>
<td>Manpower data bank feasibility</td>
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<td>Prof. Herbert Northrup*</td>
<td>University of Pennsylvania</td>
<td>Minority recruiting</td>
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<td>Professor Robert Oliver*</td>
<td>University of California</td>
<td>Manpower planning models</td>
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<td>Dr. John Proctor*</td>
<td>Data Solutions Corporation</td>
<td>Officer retention</td>
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<tr>
<td>Mr. Ken Scheffen</td>
<td>HumRRO</td>
<td>DOD manpower research studies</td>
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<td>Mr. John Schmid*</td>
<td>B-K Dynamics</td>
<td>Utility theory</td>
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<td>Dr. Henry Solomon*</td>
<td>George Washington University</td>
<td>Demographic trends and manpower</td>
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<td>Professor Paul Wall*</td>
<td>Tuskegee Institute</td>
<td>Integration in all-white institutions</td>
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<td>Dr. Geoffrey Watson*</td>
<td>Princeton University</td>
<td>Statistical problems and the AVF</td>
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<tr>
<td>Dr. Anthony Wermuth</td>
<td>Westinghouse Corporation</td>
<td>Proposed follow-on research</td>
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</table>

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1 An asterisk in this column indicates speaker was a contractor of the ONF Manpower R&D Program.
Dr. Anita West*  
Dr. Harry West  

University of Denver  
OP-013  

Reducing physical standards  
Manpower Analysis Group

**1974**

LT Ray Barrett  
Mr. Martin Binkin  
Dr. David Bowers  
CDR John Brame  
LCDR Dudley Cass  
Mr. Bruce Dunning et al.*  
Dr. Allan Fisher*  
Dr. Barry Goodstadt*  
Dr. Gloria Grace*  
Dr. Richard Hatch*  
Mr. Dan Huck  
Mr. E. Hutchins  
MAJ John Johnston  
Professor Ezra Krendel*  
Mr. Will Lassiter*  
Dr. Robert Lockman  
CAPT Will Loggan  
Mr. L. Mehr  
Dr. Richard Niehaus  
Prof. Herbert Northrup*  
Professor Robert Oliver*  
CDR D. F. Parker  
Dr. John Proctor*  
Prof. Charles Stewart et al.*  
Mr. Robert Sulit et al.  
Mr. John Thomas  
Professor Paul Wall*  

BUPERS  
Brookings Institution  
University of Michigan  
CRUITCOM  
BUPERS  
Bureau of Social Science Research  
HumRRO  
American Institutes for Research  
System Development Corporation  
Decision Systems Associates, Inc.  
General Research Corporation  
General Personnel R&D Center  
OASD(MRA&L)  
University of Pennsylvania  
Data Solutions Corporation  
Center for Naval Analyses  
Bureau of Personnel  
PERS-72  
Office of Civilian Manpower Mgmt.  
University of Pennsylvania  
University of California  
Cornell University  
Data Solutions Corporation  
George Washington University  
Ship R&D Command  
Hudson Institute  
Tuskegee Institute  

Five-year projection flow chart  
Women in the military  
Societal changes and implications  
Educational liaison  
Officer placement  
Marketing navy careers  
Structure of enlistment incentive  
Career motivation in an AV  
Navy career counseling  
USAF training line simulator  
Econometric models  
Requirements & Resources Control  
Volunteer road maps  
Industrial democracy for the Navy  
Officer retention  
Exit and compensation  
Enlisted occupational system  
Navy's recreational program  
Manpower modelling  
Affirmative action  
Interactive manpower models  
Predicting early retirement  
Officer retention  
Factors influencing reenlistment  
Navy Tech Information Program  
Navy/civilian career comparison  
Minorities in all-white institutions

**1975**

Mr. Leonard Bassil  
Dr. Bruce Bell et al.  
Dr. Laurie Broedling et al.  
Dr. Alan Fechter  
Dr. Allan Fisher*  
Dr. Albert Glickman*  
Dr. Barry Goodstadt*  
Dr. Sheldon Haber et al.*  
Dr. Robert Holz  
CDR I. Kiland  
Mr. Sam Kleinman  
Professor Ezra Krendel*  
Mr. Will Lassiter*  
Mr. William Lindsay  
Dr. Robert Lockman et al.  

National Academy of Sciences  
Army Research Institute  
Naval Personnel R&D Center  
The Urban Institute  
Hay Associates  
American Institutes for Research  
American Institutes for Research  
George Washington University  
Army Research Institute  
PERS-65  
Center for Naval Analyses  
University of Pennsylvania  
Data Solutions Corporation  
OASD(M&RA)  
Center for Naval Analyses  

The seagoing workforce  
Military delinquency  
Feasibility of a research databank  
Manpower forecasting  
Navy recruitment in junior college  
Navy/Marine Corps attrition  
Navy/Marine Corps attrition  
USMC manpower management  
U. S. Army quality of life  
SITREP on Human Goals Program  
Reenlistment bonuses  
Industrial democracy in the Navy  
Selective retention of junior officers  
Guard and Reserve in Total Force  
Enlisted selection and tracking
Dr. Al Martin
Dr. Richard Morey*
CDR John Neese
CDR Dick Power et al.
Mr. John Ruml
LCOL R. A. Smaldone
CDR Will Story
Dr. Lorand Szalay*
Ms. Betty Vetter
Professor Paul Wall*
Mr. W. L. Wilkinson

OASD(M&RA)
Control Analysis Corporation
CRUITCOM
OASD(PA&E)
OASD(PA&E)
OASD(M&RA)
OASD(M&RA)
American Institutes for Research
Scientific Manpower Commission
Tuskegee Institute
George Washington University

Marketing the AVF
Cost-effectiveness of recreation
Recruit quality
Attrition and retention
Research and action agencies
Enlistment forms
Navy manpower trends
Cultural adaptation
Manpower resources
Minorities in all-white institutions
Naval air training community

1976

CDR William Arata
Mr. Martin Binkin
Dr. David Bowers*
Dr. Jack Bregger et al.
Mr. Maurice Callahan
CAPT C.A.U. Cotton
Dr. E. S. Flyer
CDR J. Goodwin
Dr. John Goral
Dr. Gloria Grace*
Dr. Stan Horowitz
Mr. Terence Jackson
Mr. Douglas Johnston
Prof. Ezra Krendel et al.*
Mr. R. K. Lehto
CAPT Will Loggan
Mr. James Miller
Prof. Robert Oliver et al.*
Mr. Robert Russell
Mr. Irwin Schiff
Dr. Henry Solomon*
Dr. Will Steger et al.
Dr. Lorand Szalay*
Dr. Richard Toikka*
Dr. Robert Vineberg*

OP-02
Brookings Institution
University of Michigan
Bureau of Labor Statistics
PERS-23
Canadian Forces
OASD(M&RA)
PERS-63
MARDAC
Systems Development Corporation
Center for Naval Analyses
Center for Productivity & Quality of Life
DASN
University of Pennsylvania
Bureau of Personnel
Bureau of Personnel
Presearch, Inc.
University of California
Lulejian Associates
OP-964
George Washington University
Consad Research Corporation
American Institutes for Research
Urban Institute
HumRRO

Nuclear force retention problems
Future of the Marine Corps
Human resource accounting
Current Population Survey
Navy Occupational Task Analyses
Personnel Applied Research Unit
Manpower issues at the OSD level
Navy discipline problems
Youth Attitude Tracking Study
Career counseling research
Maintenance personnel effectiveness
Description of Center
Navy manpower issues
Military collective bargaining
Organizational change in BUPERS
Legislative issues
Fleet manpower policy study
Manpower modelling
Readiness reporting and analysis
Manpower & Training CPAM
Econometric manpower research
Simulation of AF M&P system
Acculturation of Filipino sailors
Population survey
Enlisted personnel performance

1977

Mr. Harry Day et al.*
Dr. William Gaymon*
Dr. David Grissmer
Mr. Douglas Johnston
MAJ John Johnston
Professor William King
Mr. Gus Lee

University City Science Center
American Institutes for Research
Rand Corporation
DASN
OASD(M&RA&L)
University of Pittsburgh
HumRRO

Women in the Navy
Recruits' life path experiences
DOD manpower to year 2000
Personnel management study
Support for manpower research
National Service
Ending the Draft
CAPT Will Loggan et al.
John Massaro
CDR John Neese
Dr. Gary Nelson
LCOL William Osgood
Mr. Robert Panoff
Dr. John Proctor et al.*
Dr. Bernard Rostker
CDR J. K. Ruland
Mr. Ken Scheflen et al.
Mr. Irwin Schiff
Dr. Richard Tiolka*
Dr. Michael Wachtet al.*
Robert Walker

Bureau of Personnel
Sergeant Major, USMC
CRUITCOM
Congressional Budget Office
U.S. Marine Corps
MPR Associates
Data Solutions Corporation
DASN(M&RA)

Congressional perspectives
Enlisted perceptions
State-of-the-art in recruiting
Costs of defense manpower
USMC manpower perspectives
Ship design and navy manpower
Junior officer retention
Research on real problems
HARDMAN
DMDC program
Manpower perspective in OP-96
Economic and labor markets
Forecasting manpower economics
Predictors of success

1978

Mr. Rolf Clark et al.
CAPT Patrick Cleary
Dr. Kenneth Coffey
Prof. H. H. Hand et al.*
Mr. Tim Kane
Ms. Cecile Landrum
Mr. Merle Malehorn
Prof. Bruce Meglino et al.*
Professor Charles Moskos
CAPT F. E. O'Connor et al.
Mr. Jerry Reed
Dr. Bernard Rostker
CDR J. K. Ruland
Professor David Segal
Dr. Arthur Siegel
CAPT D. W. Timberlake

Brookings Institution
OP-10X
Naval Postgraduate School
University of South Carolina
B-K Dynamics
Air Force Studies and Analysis
OP-102X
University of South Carolina
Northwestern University
OP-01BC/PERS-1C
Congressional Fellow
PDASN
OP-122
University of Maryland
Applied Psychological Services, Inc.
PERS-65

Defense and civilian workforces
Navy personnel issues
Manpower for military mobilization
Pre-recruit training for the Marines
Computer simulation forecasting
Women in the military
New R&D organization in OP-01
Marine Corps enlisted attrition
Observations aboard navy vessels
Counter-attrition program
Rep. Beard's report: AVF Army
Research opportunities
HARDMAN
Civilian-Military interface
Forecasting by computer simulation
Advanced fleet personnel training

1979

Prof. Douglas Adie et al.*
Dr. Albert Biderman*
Dr. Johnnie Daniel et al.*
Professor Ismail Ghazalah*
Mr. Robert Goldich
Mr. Dan Huck et al.
Dr. Mary Lozano
Mr. Merle Malehorn
Prof. Wm. Mobley et al.*
Dr. Richard Morey*
Dr. Ann O'Keefe
LCDR A. S. Polk
Dr. Bernard Rostker et al.
Dr. R. G. Smith, Jr.

Ohio University
BSSR
Gibboney Associates
Ohio University
Congressional Research Service
Congressional Budget Office
Naval Material Command
OP-102
University of South Carolina
Duke University
OP-152
NMPC-6
DASN(M&RA)
OP-987

Voluntary attrition
Generational occupation succession
Life path predictions
Voluntary attrition
Views on military manpower issues
National service programs
Shore equal opportunity program
OP-01 R&D program plans
Enlisted attrition
Budget generation model
Navy family support program
Human resources management
Human resources R&D
"People related" R&D in OP-98
Dr. Robert Vineberg*  
Dr. Michael Wachter*  
Dr. E. L. Woisard  
Dr. Stuart Youngblood*  

HumRRO  
University of Pennsylvania  
OP-96  
University of South Carolina

Different mental categories  
Implications of changing labor force  
Assessing U.S. and Soviet navies  
Enlisted personnel attrition

1980

CDR M. Boykin, USNR et al.  
Mr. John Brinkerhoff  
Mr. Vincent Carroll*  
Dr. Ismail Ghazalah et al.*  
Lt. Col. Alan Gropman  
Dr. Sam Landau  
Dr. Milton Maier  
LCDR William Nelson et al.  
Mr. F. E. O'Connor*  
Professor Irwin Sarason*  
Mr. Irwin Schiff  
Dr. Thomas Sicilia  
Ms. Mary Snively-Dixon  
Dr. James Tweedale  
Mr. George Wilson

University of South Carolina  
DASD(RA)  
University of Pennsylvania  
Ohio University  
United States Air Force  
Navy Personnel R&D Center  
Army Research Institute  
OP-112  
University of Washington  
OP-964D  
OASD(MRA&L)  
OASN(M)  
Washington Post

Naval reserve retention survey  
Reserve forces  
Recruiting resources allocation  
Compensation effects on separation  
AF Long-range personnel policy  
Retention and attrition  
Norming problems in testing  
New construction and fleet manning  
Navy enlistments effects  
Psych. approach to stress-attrition  
Some unresolved MPT problems  
Research and policy  
Personnel readiness  
Navy productivity  
Troubles in defense manpower

1981

Dr. Robert Blanchard  
Mr. Tom Blanco  
Mr. Vincent Carroll*  
CDR Paul Chatalier  
Dr. James Downs*  
Dr. Mark Eitelberg*  
CAPT Tice Eyler  
CAPT Dana French  
Mr. E. C. Grayson  
MAJ R. R. Harris  
Dr. Robert Hayles  
Prof. Roger Little et al.*  
Mr. Merle Malehorn  
Mr. J. J. Miller  
Mr. Walter Muller*  
LCDR Bruce O’Neill  
Mr. Tom Philpott  
COL Frank Pinch  
CAPT Peter Puerling  
Dr. D. N. Reyes  
Professor Lee Sechrest*  
Mr. Michael Shoecraft  
Dr. R. G. Smith, Jr.  
LCOL A. Vazquez

Navy Personnel R&D Center  
Navy Personnel R&D Center  
University of Pennsylvania  
OUSDR&E(R&AT)  
Development Research Associates  
HumRRO  
OP-15  
OP-15  
DASN(M)  
MPI-20  
ONR Code 452  
United States Naval Academy  
OP-115  
CRUITCOM  
George Washington University  
OP-110D  
Navy Times  
Canadian Forces  
OP-110  
ODASN(EO)  
University of Michigan  
Op-110D  
Navy Personnel R&D Center  
OP-0987H  
ODASN(EO)

EPICS (Career System)  
Modeling logistic support  
Recruiting resources experiences  
Tech Base R&D  
Historical study of discipline  
Profile of American Youth  
People and organizational support*  
Future of organizational support  
Separation-logistics and manpower  
Assessment of recruiting  
Management skills  
Characteristics of the AVF  
General comments  
Econometric models  
Lateral placement policies  
Navy Lateral Entry Program  
Misnorning of the ASVAB  
Canadian personnel R&D  
Long range strategic planning  
Hispanic demonstration project  
Unobtrusive measures  
Pacific logistical support  
Organization and work of OP-98  
Demonstration-Hispanic project

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<th>Affiliation</th>
<th>Topic</th>
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<td>Mr. Brian Waters*</td>
<td>HumRRO</td>
<td>Profile of American youth study</td>
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<tr>
<td>Dr. Michael West</td>
<td>House Armed Services Committee</td>
<td>Observations about the AVF</td>
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<tr>
<td>Dr. Michael Borus*</td>
<td>Ohio State University</td>
<td>National Longitudinal Surveys</td>
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<td>Dr. Wm. Bowman et al.*</td>
<td>U.S. Naval Academy &amp; Potomac Institute</td>
<td>Overview of lateral entry study</td>
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<tr>
<td>Mr. Vincent Carroll*</td>
<td>University of Pennsylvania</td>
<td>Experiment on recruiting resources</td>
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<td>CAPT Paul Chatelier</td>
<td>OUSD R&amp;E</td>
<td>Developments in MPT R&amp;D</td>
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<td>Ms. Jane DePriest</td>
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<td>Dr. Zahava Doering</td>
<td>OASD(MRA&amp;L)</td>
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<td>Dr. James Downs*</td>
<td>Development Research Associates</td>
<td>Naval personnel-cultural/historical</td>
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<td>LCOL David Evans</td>
<td>OASD(MRA&amp;L)</td>
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<td>Prof. Eric Flamholtz*</td>
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<td>CAPT Dana French</td>
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<td>Mr. E. C. Grayson</td>
<td>DASN(M)</td>
<td>Navy Battle Group concept</td>
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<td>Mr. Stanley Horowitz</td>
<td>Center for Naval Analyses</td>
<td>Manpower research at CNA</td>
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<td>Mr. Kyle Johnson</td>
<td>DMDC</td>
<td>National longitudinal youth survey</td>
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<td>Prof. Bruce Meglino et al.*</td>
<td>University of South Carolina</td>
<td>Marine enlisted personnel attrition</td>
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<td>Dr. Richard Morey*</td>
<td>Duke University</td>
<td>Summary of multi-year research</td>
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<td>Mr. F. E. O'Connor*</td>
<td>Information Spectrum, Inc.</td>
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<td>Dr. Ann O'Keefe</td>
<td>OP-152</td>
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<td>Professor Irwin Sarason*</td>
<td>OASD(M&amp;RA)</td>
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<td>Dr. H. Wallace Sinaiko*</td>
<td>Smithsonian Institution</td>
<td>Report on 1982 TTCP meeting</td>
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<td>Prof. Stanley Stephenson*</td>
<td>Penn State University</td>
<td>Prior service enlistment</td>
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<td>Col. Edwin Wilson</td>
<td>Air Force Human Resources Lab</td>
<td>Manpower and Personnel Division</td>
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1983

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<tr>
<th>Name</th>
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<tr>
<td>Dr. Rob Aks cyn*</td>
<td>Carnegie Mellon University</td>
<td>The ZOG Project</td>
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<td>Professor Colin Ash</td>
<td>University of Reading</td>
<td>Econometric analysis of AVF</td>
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<td>Dr. Jules Borack et al.</td>
<td>Navy Personnel R&amp;D Center</td>
<td>GASP (analysis of survival)</td>
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<td>Dr. David Bowers*</td>
<td>University of Michigan</td>
<td>Project UPGRADE</td>
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<td>Dr. Kenneth Coffey</td>
<td>General Accounting Office</td>
<td>Military compensation</td>
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<td>Dr. Kathleen Fernandes</td>
<td>Navy Personnel R&amp;D Center</td>
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<td>Dr. John Frederiksen*</td>
<td>Bolt, Beranek &amp; Newman, Inc.</td>
<td>Advances in literacy remediation</td>
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<td>CAPT Tom Hale</td>
<td>OP-134</td>
<td>R&amp;D for compensation issues</td>
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<td>Mr. Carl Kannapel</td>
<td>CRUITCOM</td>
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<td>Dr. George Kettner*</td>
<td>Information Spectrum, Inc.</td>
<td>Project UPGRADE</td>
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<td>United States Naval Academy</td>
<td>Conference: AVF after a decade</td>
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<td>CDR Lee Mairs</td>
<td>OP-01B3</td>
<td>Economic Analysis Branch</td>
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<td>Dr. Barbara Means*</td>
<td>HumRRO</td>
<td>Educ. &amp; Biographical Info. Survey</td>
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<td>Professor Irwin Sarason*</td>
<td>University of Washington</td>
<td>Stress coping and DI's</td>
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<td>Mr. Irwin Schiff</td>
<td>OP-115</td>
<td>Research, Development &amp; Studies</td>
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<td>Dr. Bradley Schiller*</td>
<td>Potomac Institute</td>
<td>Navy reenlistment patterns</td>
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<td>Dr. Thomas Sicilia</td>
<td>OASD(MRA&amp;L)</td>
<td>AVF after a decade</td>
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<td>Dr. R. G. Smith, Jr.</td>
<td>OP-987</td>
<td>Technology assessment</td>
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<tr>
<td>Year</td>
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<td>Institution</td>
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<td>1984</td>
<td>Professor Harry Triandis*</td>
<td>University of Illinois</td>
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<td>Mr. Bernard Udis</td>
<td>University of Colorado</td>
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<td>Prof. Leland Beik et al.*</td>
<td>Penn State University</td>
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<td>Mr. Martin Binkin</td>
<td>Brookings Institution</td>
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<td>Professor Darrell Bock*</td>
<td>University of Chicago</td>
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<td>Dr. Robert Carroll</td>
<td>OP-01B7</td>
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<td>Dr. Richard Elster</td>
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<td>Dr. Jean Fletcher</td>
<td>Center for Naval Analyses</td>
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<td>Dr. Lawrence Goldberg*</td>
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JMARc summarization
Polychotomous measurement
Comparing wives' earnings
Acquisition training in DOD
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Navy manpower: priority concerns
Response latency measures

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Visual thinking
Conceptual knowledge foundations
The TETRAD Project
Optimal sequential designs
Performance test theory
Optimizing personnel assignment
History of CNP Science Advisors
Experience as science advisor
Experience as science advisor
Database Explorer

1992
Mr. David DuBois* Personnel Decisions Research Institute
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Dr. Wm. Rouse et al.* Search Technology, Inc.
Dr. Kent Williams* Virginia Polytechnic Institute
Job knowledge test design
Surveying by computer
Building effective teams
Adapting to new situations
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APPENDIX B

Annotated Bibliography

Smithsonian Technical Reports

1. "Cost benefits of Navy Recreation: Summary of a Conference," H. W. Sinaiko and R.W. Graham, August 1974. Report of a one-day meeting convened at the request of Navy Bureau of Personnel recreation program administrators to address two issues: a) evidence that would support the benefits of Navy recreation programs, and b) gaps in that body of information that could be filled by research. Briefings dealt with the nature of navy recreation, profiles of the people for whom recreation programs are targeted, perceptions of Special Services managers regarding current and anticipated problems in navy recreation, cost-benefit techniques used in the Navy and in non-military programs; and the sociology of leisure and recreation. Outcomes of the meeting included: a taxonomy of issues facing navy recreation, an enumeration of policies that needed to be re-examined in light of the changing nature of the force, identification of unresolved management issues and innovative approaches to correct them, and action recommendations.

2. "Perspectives on Attitude Assessment: Surveys and their Alternatives," H. W. Sinaiko and L. B. Broedling, (Eds.) August 1975. Proceedings of a three-day conference on innovative alternative approaches to traditional survey methods. Eighteen papers were commissioned, from an interdisciplinary group of scholars, and presented at the meeting. Participants, in addition to the main presenters, included about 65 people from navy and other defense behavioral science research establishments, academia, and non-military government agencies. In addition, special interest groups met during the conference to permit in-depth technical discussions. The meeting was jointly sponsored by ONR and the Navy Personnel Research and Development Center and it was held in Santa Fe, New Mexico. (Also published as a book by Pendleton Press, September 1976)

Formal presentations, each appearing as a chapter in the report, were: an admiral's perspectives on the importance of measuring attitudes of navy personnel; an overview of survey programs in the Navy and other services; a review and defense of conventional survey methods; the institutionalization of survey research and some alternative approaches; legal and ethical issues in surveys; current legislative constraints on surveys and, in general, all statistical studies; the utility of field experiments in complementing surveys; an update on "unobtrusive measures" as alternatives to surveys; observational methods in tracking societal trends; systematic social observation in theory testing; the use of archeological methods in understanding contemporary cultures; uses of physical measures -- body temperature, voice tremor, patterns of looking and talking -- to assess attitudes; applications of ECHO, a technique for estimating value systems in familiar and unfamiliar cultures; the randomized response technique for measuring attitudes toward highly sensitive issues; controlled experiments for testing personnel policies; research settings, subject populations, and independent variables in attitude assessment; and, a review of the main themes of the meeting (e.g., over-dependence on survey methodology
in social science research, barriers to methodological innovation, selection of methods, feedback, ethical issues, and privacy vs. public need for information).

3. "First Term Enlisted Attrition: Proceedings of a Conference," Vol. I: Papers. H. W. Sinaiko (ed.) June 1977. Compilation of twenty-six formal presentations at a conference sponsored by the Office of the Secretary of Defense and the Office of Naval Research, and organized by the Smithsonian. The meeting was held in Leesburg, Virginia. Purposes of the meeting were: a) to review what was known about personnel attrition -- magnitude, trends, costs, and management; b) to learn about relevant research, inside and outside of the DoD, that could be useful in reducing attrition; and c) to identify gaps in knowledge that could be addressed by R&D. Participants included uniformed representatives of each Service, civilian scientists and research managers from the Services' personnel directorates, academic scientists, and contractors who were currently working on attrition-related matters. Technical papers were presented, small workshops convened, and a panel of flag officers discussed their concerns. (See following entry.)

Some of the principal topics of the presentations were: changing expectations of military service, trends in first-term attrition, enlisted attrition policies and practices, Canadian Forces research applications, absorbing newcomers, organizational commitment and attrition, post-high school dropouts and stayers, a longitudinal study of attrition in the Marine Corps, job changing behavior among young civilians, a private company's approach to turnover, attrition rates among minority personnel in the DoD, coping skills and the reduction of attrition, the Navy's voluntary release program, cost impacts of attrition, and Air Force identification of high attrition risk personnel.

4. "First Term Enlisted Attrition," Vol II: Summary. H.W. Sinaiko. August 1977. A summary of the outcomes of the conference (shown as item 3 above) presented as 11 candidate areas for research, and a like number of policy and action recommendations. Among the former were: organizational issues, recruiting, job change and mobility, new data requirements, the job (redesign, enrichment, training), personnel management, special training approaches, predicting attrition, human factors engineering, societal trends, and the economics of attrition. Policy and action recommendations addressed the following topics: defense missions, easy discharge programs, up or out career progression, rotation, personal rights and entitlements, special concessions, literacy training, enlistment contracts, brief enlistments, inter- and intra-service transfers, and unit management techniques.

5. "Operational Decision Aids: A Program of Applied Research for Naval Command and Control Systems." H.W. Sinaiko. July 1977. Reviews the Operational Decision Aids (ODA) Project of the Office of Naval Research: objectives, history, approach, and progress. Summarizes research in two domains -- support activities (e.g., development of tactical warfare scenarios, case studies of command and control systems, development of a general purpose laboratory test facility), and prototype decision aids (e.g., "outcome calculators," innovative displays of risk in tactical decision-making situations, automatic alerters or warnings). Discusses the extent to which ODA objectives had been met and
raises issues having to do with the use of decision aids in task force operations. Emphasizes the importance of experimentation with prototype aids.

6. "Marine Corps and Navy Manpower: Requirements and Considerations." H.W. Sinaiko and V.R. Hayles. June 1978. Summarizes a conference on research dealing with demographic trends inimical to naval recruiting. Main topics considered by panels of conference participants were: physical and mental standards, civilianization and direct procurement, under-utilized subpopulations, and organizational factors. The conference was held in Leesburg, Virginia.

7. "Assessment of Attitudes and Opinions." H.W. Sinaiko, and N.D. Glassman. July 1978. Review and summary of a meeting on the assessment of attitudes and opinions, with the main focus on innovative methodologies. Workshops considered survey needs in these areas: utilization of women, unionization, family services, and work incentives and productivity. One of the main outcomes of the meeting was an enumeration of candidates for research support that would lead to new methods for assessing attitudes, e.g., observing vs. surveying, retrospective pre-testing, exploitation of archival data, longitudinal databases, consumer panels, expert consultant data banks, and synthetic organizations used to probe expectancies and values. The meeting was held in Annapolis, Maryland.

8. "Management of Navy Research and Development Manpower." W.W. Cooper, H.W. Sinaiko, and N.E. Glassman. January 1979. Summarizes a one-day conference, convened at the request of the Navy's R&D Secretariat, that brought together navy and academic managers of scientific laboratories. Participants presented and discussed formal papers on these issues, among others: the optimal mix of support and technical staff, applications of quantitative techniques to reduce subjective judgement in the management of laboratory manpower, estimating navy R&D manpower requirements, and alternate models of laboratory management. The report also contains statements by four academic consultant-participants. The conference was held in Arlington, Virginia.

9. "Naval Personnel Supply: Report of a Workshop." H.W. Sinaiko, H.A. Levien, and R. B. Grafton. September 1979. A two-day workshop on the supply of personnel to the Navy and Marine Corps was convened to address two factors counterproductive to recruiting high quality volunteers: the current "demographic trough" that characterized the availability of 17- to 21-year-old candidates for naval service and competition for entry level youth from non-military government programs. Deputy Assistant Secretaries from the Office of the Secretary of Defense and the Department of the Navy provided their perspectives and formal presentations were made by six academic and industry consultants. The latter talks covered personnel supply modeling, population trends and labor market participation, covariance of earnings and population, recruiting resources effects on enlistments, individuals' career choices, and industrial human resource planning practices. The workshop took place in Arlington, Virginia.

10. "Department of Defense and Navy Personnel Supply Models." J.A. Cirie, J.J. Miller, and H.W. Sinaiko (eds). May 1981. Models used to predict the supply of manpower to the military services differed in their outcomes. The Deputy Assistant Secretary of the Navy (Manpower) requested a technical analysis of several of those
models and three academic consultants were engaged to that end. A conference was held to present the consultants' analyses. Relevant papers were also given by academic and government scholars expert on manpower modeling. The conference took place in Arlington, Virginia.

11. "Military Personnel Attrition and Retention: Research in Progress." H.W. Sinaiko, P.R. Chatelier, et al (eds). October 1981. In 1981 a workshop sponsored by the Office of the Secretary of Defense brought together researchers from government, academia, and corporate laboratories who were working on personnel attrition and retention problems. The purposes of the meeting were to discuss progress, methodological problems, tentative findings, and plans for future work. The conference was held in Santa Monica, California.

Summaries of the 21 presentations are included. These issues are among the topics discussed: a) a shift from research efforts focused on the individual, i.e., characteristics predictive of who would drop out, to the study of organizational factors in attrition; b) the uses of comprehensive databases; c) the study of cohorts, an effort that led to strategies for handling high-risk, attrition prone individuals; d) the effects of interactions between recruits and the styles of leadership to which they were subjected; e) experiments on new intervention programs; f) occupational factors; g) retention of career personnel; and h) the use of attitude measures in predicting attrition-proneness.

12. "Manpower Issues of the Eighties: An Agenda for Research." H.W. Sinaiko. Technical Memorandum No. 2, April 1982. A joint memorandum, distributed Navy-wide from the Chief of Naval Research and the Deputy Assistant Chief of Naval Operations for Total Force Management, requested point papers from headquarters and fleet commands. ONR's Manpower R&D Planning Committee reviewed over 100 responses and a meeting was held at the University of Maryland to consider the extent to which operational perspectives were (or should have been) addressed by research.

This paper summarizes the conference, with emphasis on issues judged to be amenable to new R&D agendas that could be put in place in the 1980s. Priority issues included: manpower as a critical component of weapon systems, societal change, performance evaluation of naval personnel, manpower applications of computer technology, recruiting from an older age range, officer recruitment, dealing with the new morality (e.g., inculcating into recruits positive attitudes toward naval service), human resources accounting, and computer-assisted instruction. Other, less urgent issues were: improving performance of the Recruiting Command, managing training, managing special manpower problems (e.g., mobilization, retention, dual military career patterns), family matters, leadership, and productivity measurement.

13. "Proceedings of the Joint Service Workshop on Recruiter Productivity." B.E. Goodstadt, G.T. Sicilia, and H.W. Sinaiko. May 1983. Documents major presentations and discussions that took place during a meeting at the Naval Postgraduate School. Purposes of the meeting were to discuss productivity measurement and to identify significant gaps in our knowledge of factors affecting recruiter performance. Twelve papers were organized into three main topics: current practices and problems of measuring and
managing productivity, new data sources and data bases, and analytic studies of recruiter productivity.

14. "Productivity Programs and Research in U.S. Government Agencies." B.T. King, A.W. Lau, and H.W. Sinaiko (eds). December 1983. Summarizes a meeting, convened by the Organizational Effectiveness program of the Office of Naval Research, on productivity in the federal sector. The meeting was held in Arlington, Virginia. The objective was to bring together productivity-enhancement researchers and managers so that they could exchange information on their respective programs, and identify issues and problems that would benefit from new or expanded research. Eighteen papers were presented by speakers from the American University Graduate School of Business Administration, the National Science Foundation, the Army Material Command, NASA, the GAO, Air Force Human Resources Laboratory, the Department of Labor, the Office of the Secretary of Defense, the Department of Education, the Navy Personnel Research and Development Center, and the Naval Material Command.

15. "Hispanic Subpopulations and Naval Service." H.W. Sinaiko, P.M. Curran, et al. (eds). May 1985. A workshop brought together researchers, personnel managers, and policymakers to address problems of Hispanic Americans and naval service. Among the questions addressed were: What do we know about the predilections of Hispanic Americans to serve in the military? What are the barriers to naval service in that group? How do Hispanics differ from other subpopulations in the ways they perceive military service? What can the naval services do to increase Hispanic participation? The workshop took place in Arlington, Virginia.

There were six formal presentations: A demographic overview of Hispanic America, cultural patterns of Hispanics vis-a-vis military service, psychocultural findings, historical data on Hispanics in the U.S. military, education and training for Hispanic subpopulations, and career patterns. Personnel policy implications focused on English language competency, special recruiting appeals that took into account unique Hispanic cultural factors, attainment of equal opportunity goals, and "mutual adaptation" vs. "acculturation."

16. "Reserve Manpower, Personnel and Training Research: Proceedings of a Workshop." H.W. Sinaiko and K.J. Coffey (eds.) September 1986. Summarizes a three-day conference on personnel issues affecting the "part-time force." Significant differences between active duty and reserve personnel were highlighted. Topics addressed in formal presentations included: the supply of people to reserve forces, personnel retention, training, the individual ready reserve, utilization of reserve units, comparative costs of active and reserve units, available reserve personnel databases, psychological and social issues, and some current research programs. The conference was held at the Naval Postgraduate School in Monterey, California.
17. "Enlisted First-term Attrition: Literature Review and Discussion." M.F. Wiskoff, D.C. Atwater, M.M. Houle, and H.W. Sinaiko. June 1980. Reviews archival literature and technical reports on personnel attrition in the military forces of Australia, Canada, the UK, and the United States. Discusses trends and shifts in research focus. Recommends a conceptual framework that will provide more coherent direction to research on personnel attrition, reviews statistical and other analytical techniques, and recommends a more multidisciplinary approach in order to be maximally useful in developing policy.

18. "Attrition in the Armed Services of Canada, the UK, and the U.S.: A Collaborative Study." H.W. Sinaiko, K.C. Scheflen, et al. October 1980. Report of a cross-national analysis of first-term enlisted attrition in the armed forces of Canada, the UK, and the United States. Background information included age at entry, educational level, mental ability, and military occupation. Complete cohorts of men who entered the service during 1974-75 were tracked for three years. While overall attrition rates in the three countries were not dissimilar, the timing of personnel losses differed. Age at entry also differentiated attritors. A significant predictor of premature loss was prior education: non-high school graduates were twice as likely to drop out as were graduates; the effect held across all three nations. A natural experiment in which the U.S. Army and U.S. Marine Corps reversed their policies on easy release from obligated service was reported.

19. "Correlates of First Term Attrition: A Comparison Across TTCP Nations." H.W. Sinaiko, K.C. Scheflen et al. December 1982. This was the second in a series of studies of entering cohorts of men and women in the forces of Canada, Australia, New Zealand, the UK and the United States. Individuals were tracked for three years and attrition rates analyzed. Officer loss rates were also compiled for New Zealand and the United States.

Findings indicated that attrition was related to military occupation among Canadian, British, and American personnel, e.g., combat arms personnel losses were relatively high compared with those in technical occupations. Age at entry was a factor among New Zealand personnel, with younger entrants tending toward higher loss rates.

20. "Part-Time Soldiers, Sailors and Airmen: Reserve Force Manpower in Australia, Canada, New Zealand, the UK, and the U.S." H.W. Sinaiko. May 1985. Describes some characteristics of part-time (i.e., reserve, Guard, and militia) military people who serve in organized, drilling units. Personnel research on reserve personnel is reviewed, primarily in the Australian and New Zealand defence forces. Major issues treated are: seasonal factors (Canada), effect of NCO leadership on morale and retention (New Zealand, reasons for leaving (UK), and high post-training attrition rates (United States). Statistical data is presented for reserve personnel in all five countries.

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1 The Technical Cooperation Program (TTCP) is a consortium of defense research organizations from Australia, Canada, New Zealand, the United Kingdom, and the United States. The reports cited in this section were collaborative efforts.
21. "Reading and Writing: Literacy Issues in the Armed Services of TTCP Nations." H.W. Sinaiko. August 1986. Summarizes a collaborative investigation of the prevalence and nature of literacy problems in Australian, Canadian, New Zealand, UK, and U.S. forces. More specifically the inquiry sought to: explore the magnitude of literacy deficits ("literacy" defined to include reading and writing abilities); estimate their effects on performance; learn how literacy is assessed at the point of entry into the Services; and understand the policies that dictate how literacy problems were handled.

Outcomes of the project were as follows. Australian, New Zealand and U.S. forces did report literacy problems, as did the Royal Navy and the RAF. Canadian Forces excepted, all the countries used tests to screen applicants' abilities to read. Few reading problems were reported among officers, but there was evidence of writing deficiencies. Literacy deficiencies were handled in a variety of ways, ranging from separation to remediation programs (some of the latter being self-study programs). No country cited literacy standards specific to military occupations. Given the then-anticipated diminution of the manpower pool, it was predicted that future entry standards might have to be compromised and more remediation provided to correct literacy deficits. Military equipment could be expected to increase in complexity, suggesting an increased dependence on a highly literate force.

22 - 29. Annual Meeting Minutes of Technical Panel UTP-3, Military Human Resource Issues, The Technical Cooperation Program." H.W. Sinaiko (ed.) 1984, 1985, 1986, 1987, 1988, 1989, 1990, and 1991. These reports summarized both technical and administrative outcomes of the annual panel meetings. Illustrative of the issues with which the panel dealt over the years shown are: officer entry selection; widening the manpower base; uses of biographical information in screening applicants; military service as a socialization agent; the interview as a selection technique; the management, selection and training of recruiters; military families and retention; women in combat; increasing the employment of military women; prediction of job satisfaction and attrition; policy-capturing methodology; cognitive ability testing; computer-based and computer adaptive testing; military occupational structures; officer shortages; changing youth labor markets; survey research and military populations; performance appraisal; global demographic trends; ethnic participation; recruiter productivity; manpower lessons of the Gulf War; job performance measurement research; artificial neural networks in personnel selection; and measurement of productive capacity.

Books

30. Gerver, D. and Sinaiko, H.W. eds. 1977. Language Interpretation and Communication. New York and London: Plenum Press. Proceedings of an interdisciplinary conference on practical and theoretical aspects of language interpretation techniques. The international body of speakers included academic psychologists, linguists, and sociologists as well as practitioners — translators, interpreters, teachers of interpretation, and managers of language services. Practitioners represented the United Nations, NATO, the European Community, and the European Parliament. The meeting was supported by NATO's Scientific Affairs Division and was held in Venice, Italy.

32. Segal, D.R., and Sinaiko, H.W. eds. 1985. Life in the Rank and File: Enlisted Men and Women in the Armed Forces of the United States, Australia, Canada, and the United Kingdom. Washington: Pergamon-Brassey's. An examination of the lives and career patterns of enlisted personnel, particularly from the perspective of changes taking place in the mid-1980s. Sociologists, historians, psychologists, anthropologists, social workers, professional military officers and former enlisted personnel contributed to the volume. Among the issues covered were new rank structures brought about by technological advances, increased utilization of military women, and the emergence of the military family as a social institution.

Miscellaneous publications


36. Sinaiko, H.W. and Elster, R. "Manpower: The key ingredient." Naval Forces: International Forum for Maritime Power. 1989. Description of how the U.S. Navy recruits, trains, and manages its people. Major topics covered are the supply of people to the Navy, personnel screening and assignment, training and education, and special problems (e.g., attrition, officer retention, family problems, and dual careers. There is also a brief account of in-house manpower and personnel research in navy laboratories.

37. Sinaiko, H.W. "The last American draftees." Armed Forces and Society. 1990. Vol. 16, No. 2, Winter. An analysis of two cohorts — approximately 158,000 volunteers and 32,000 draftees — who entered the U.S. Army during 1973, the final year of the draft. The database incorporated a fifteen-year record of participation, including evidence about tenure and performance (defined in terms of voluntary and involuntary departures from military service). Findings generally supported the belief that few draftees extend their
service beyond that minimally required. However, a small percentage of draftees did
remain in the Army for at least fifteen years and their quality and performance records
equalled those of long-serving volunteers.

38. Sinaiko, H.W. "Military manpower in an era of smaller forces: Some issues and
opportunities for applied psychology." Proceedings of the International Applied Military
Psychology Symposium (IAMPS). 1992. Topics included are strategies and policy
guidelines for force downsizing, some consequences of downsizing for nations, for
military forces, and for individuals who are affected. The paper focuses on new areas,
brought about by force reductions, where military psychology can contribute, e.g., defining
people requirements for new roles and missions, the need to expand our human capital,
building new organizational cultures, occupational analysis, and life course research. The
paper also urges instituting cross-national, collaborative research and suggests mechanisms
for such an effort.
APPENDIX C

Memos Prepared for the ONR Manpower R&D Committee

1972 - 1976

ONR AVF Program Status Report
Meeting with Mathematica Staff on Recruiting Market Research
USAF's Project Volunteer
Short Range Planning Exercise
Action Recommendations from an ONR Manpower R&D Contractor's Meeting
Evaluating Navy Recreation
Tri-Service Meeting on AVF Research
OASD (M&RA) Workshop, Sustaining the Volunteer Force
Hampton Institute, National Conference on Testing in Education and Employment
ONR Manpower R&D Program: Evidence of Impact

Recruiting for the Royal Navy
University of Michigan Symposium, Utilization of Organizational Indicator Data
Long-range Manpower Problems: Meetings with British Counterparts
ONR Manpower R&D Program Work on Personnel Attrition
Southeast Regional meeting, Inter-University Seminar on Armed Forces and Society

Some Selected Manpower Comparisons for 1972-1976
Parkinson's Law Lives: Friday Afternoon with a Slide Rule
Developments at CruitCom's Recruiting Support Department
Rand Conference, Defense Manpower
Brookings Seminar, Environmental Dynamics and Some Implications for ONR

1977 - 1981

GAO Study: Recruiting for the AVF: A Summary of Costs and Achievements
Thoughts of the Friends Peace Committee et al: New Obstacles to Attaining and Sustaining an AVF
Biennial Conference, Inter-University Seminar on Armed Forces and Society
GAO Study: A Need to Address Illiteracy Problems in the Military Services

U.S. Military Academy Senior Conference, National Compulsory Service
TTCP Technical Panel, Military Manpower Trends

1 This partial listing of Smithsonian memos contains about half of our output.
2 Program Status Reports were generated every year.
3 Memos summarizing meetings of this group covered the period from 1979 to 1993.
Navywide Retention Conference
OUSDRE Topical Review, Manpower Modeling Research
Some Selected Views of Secretary Brown Vis-a-vis Manpower and Personnel Matters
NPRDC Conference, Productivity
Mutiny and Murder: Some Aspects of Life in the U.S. Navy 175 Years Ago

Report Card on the Service Academies
IUS Regional Conference, Air University
Navy Counter Attrition and ONR's Contributions
Seminar on Women in the Armed Forces
Western Regional Conference, Inter-University Seminar on Armed Forces and Society

Conference, Work in America: The Decade Ahead
Congressional Budget Office Seminar, Military Educational Assistance
American Psychological Association Symposium, Struggling for Military Manpower
Research Utilization
TTCP Subgroup U (Behavioral Sciences)
CNO Long Range Planning Sub-panel on Navy Manpower

Conference, The Changing Composition of the Work Force
Mutiny: A Conference on Civil/Military Relations
Ongoing and Planned Thesis Research in the Naval Postgraduate School's MPT Program

1982 - 1986

Policy Implications of Naval Academy Report, "Socioeconomic Characteristics of the AVF"
NPRDC Workshop, Behavioral Correlates of System Operational Readiness
CNA Conference, Naval Manpower Research in the 1980s
Air Force Academy Symposium, Psychology in the DoD
OSD conference, The AVF after a Decade: Retrospect and Prospect

Biennial Conference, Inter-University Seminar on Armed Forces and Society
Changes Confronting the Army, GEN E. C. Meyer (Ret.), Chief of Staff, U.S. Army
The Way it Was: Some Naval Manpower Practices in the Good Old Days
NATO Symposium, Motivation and Morale
Defense Training Data and Analysis Center

ONR Symposium, Minorities in High-Technology Organizations
Meetings with UK Military Psychologists
U.S. Army Manpower Economics Conference
Reporting the Pentagon: IUS Panel of Journalists
Lowered Standards for Military Accessions: Second Thoughts about Marginal Personnel
Conference, Institutional and Occupational Trends in Military Organizations
Center for Strategic and International Studies, Conference, Strategic Dimensions of
Military Manpower
National Security Industrial Association Conference, Factors in Systems Effectiveness
Secretary Weinberger: The Role of the Press and National Defense
Manpower Issues in the Naval Services: Annual Reports of the Secretary of the Navy, the
Chief of Naval Operations, and the Commandant of the Marine Corps

Some National Manpower Trends in Science and Engineering
Manpower Issues in the DoD: SecDef's Annual Report to the Congress, FY 1987
Congressional Research Service Report, A Short Case for Conscription: The Political-
Military Perspective

1987 - 1991

National Defense University Workshop: Global Demographic Trends and National
Security
CAPT David Hart-Dyke, RN, Loss of HMS Coventry in the Falklands
DMDC Colloquium, 1985 DoD Surveys of Military Personnel and Spouses
OSD-ETS Conference, Job Performance Measurement Technologies
Meeting of the Joint Market and Advertising Research Committee

Data on Navy Attrition and Long-term Retention
Socioeconomic Trends in Manpower Policymaking: An Example from the Royal Navy
Monitoring the Future: Trend Data on Drug Use, Drinking, and Smoking
Combat Roles for Military Women
Soviet Military Power

National Survey of Young Adults
Eastern Europe at Year's End: Some Thoughts from an Unexpected Source
Mr. Ben Wattenberg, American Enterprise Institute, Global Economics in the Nineties
OSD's FY 1991 Manpower Requirements Report
Peace May Not Mean the End of Civilization as We Have Known it

Organizational Downsizing
Something Interesting Came Through the (E-mail) Transom
Conference: Education's Role in the Restructuring of Defense and Other Industries
CNO's Training Message
The DoD Youth Tracking Study: Some Recent Findings

1992 - 1994

State Committee of the Russian Federation on Defense, Conference: The Armed Forces
and Military Service in a Democratic Society
Training in the Navy: How many are trained? How much does it cost?
U.S. Army DCS/PER Conference, Marching Toward the 21st Century
Army Research Institute Workshop: Sociocultural Designs for the Future Army
Defense Manpower Data Center, Workshop: ASVAB Revision
Undercurrents in the Force Drawdown
With Difficulty by a Stout Englishman

Undergraduate Backgrounds of Naval Officers: Commissioning Source and Return of Service
Reactions to Mobilization in the Gulf War: A Survey of U.S. Naval Reserve Physicians
Prof. Charles Moskos, Northwestern University: Armed Forces and Postmodern Society
SecNav O'Keefe: New Naval Strategy (Implications for MPT Research)
Military Testing Association Conference

Questions about Homosexual Exclusion Put to President Clinton
Congressional Research Service, Naval Force-Structure Planning: Breaking Old Habits of Thought
GEN Max Thurman, Vice Chief of Staff, U.S. Army (Ret.): The Presidential Commission on Women in the Armed Forces
Dr. Brian Waters, HumRRO: "it Ain't over till It's Over: Implementing Behavioral Science R&D," Address to the American Psychological Association Conference
Commemorating the 20th Anniversary of the All-Volunteer Force
Navy Manpower: Some Stats