



Fiscal Year 2005 Program

U.S. Army Research Institute for the Behavioral and Social Sciences

Fiscal Year 2005 Work Program



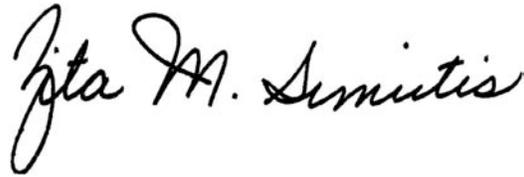
U.S. Army Research Institute
for the Behavioral and Social Sciences

U.S. Army Research Institute for the Behavioral and Social Sciences

The mission of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) is to maximize individual and unit performance and readiness to meet Army operational requirements through advances in the behavioral and social sciences. This document describes ARI's Fiscal Year 2005 program to accomplish this mission.



Michelle Sams, Ph.D.
Technical Director



Zita M. Simutis, Ph.D.
Director and Chief Psychologist
of the United States Army

Approved by



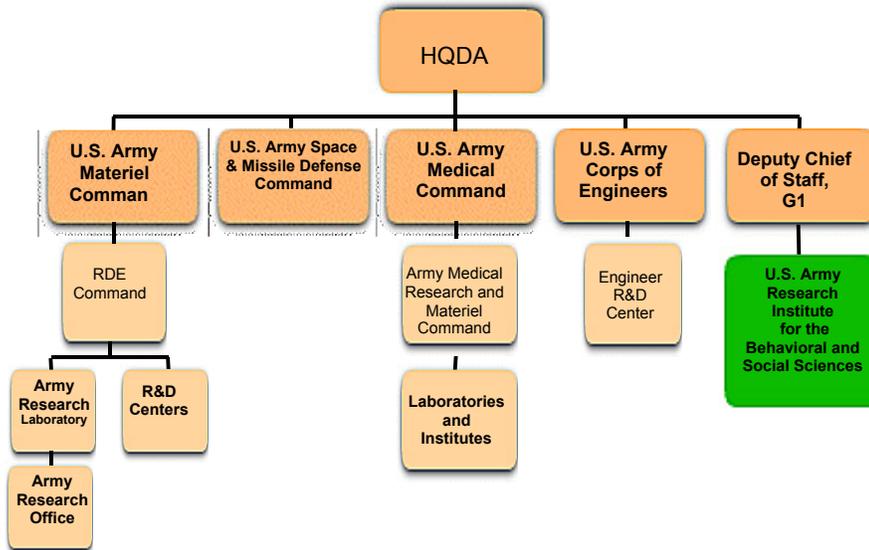
F. L. HAGENBECK
Lieutenant General, GS
Deputy Chief of Staff, G-1

For additional information about ARI, please access our Website at:

www.ari.army.mil

Introduction

The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) conducts and manages the Army’s personnel, training, and leader development research and development (R&D) program. This program is part of the Department of Defense (DoD) Human Systems Technology Area and, as shown in the organizational chart below, is under the operational control of the Headquarters Department of the Army, Deputy Chief of Staff, G-1.



ARI is the only behavioral and social science laboratory in this Army science and technology (S&T) arsenal whose mission is personnel, training, and leader development research, technology development, and analysis. As such, we provide critical non-materiel solutions to improve human performance. Why is this important when most of the Army’s S&T program is focused on materiel solutions for future mission success? The answer to this is that materiel solutions are, indeed, critical components to the Army’s future success; however alone they will not win wars or keep the peace. Soldiers and leaders on the ground—the human component of warfighting – will. The human operators and decision makers are the crucial element in mission success now, and will remain a crucial element in the successful transformation to the joint expeditionary force of the future.

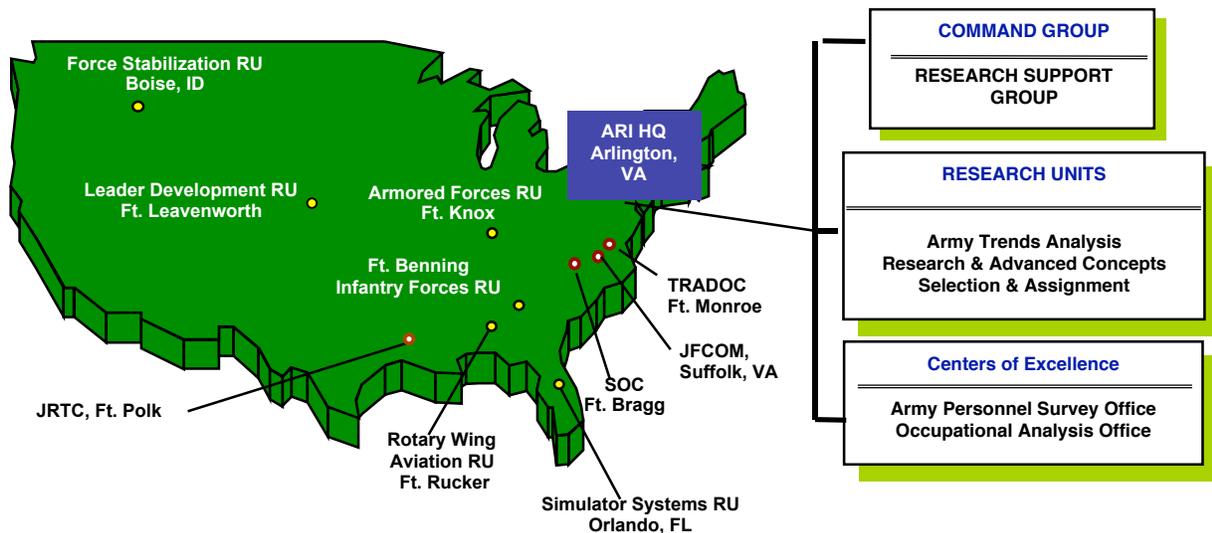
However, Soldiers and leaders are currently experiencing a higher operational tempo than ever before. The stress of fighting a war while simultaneously dealing with transformational changes in organizational structure and procedures, operational requirements, accelerated fielding of new systems and technologies, and a growing range and complexity of missions are challenging individual Soldiers, units, and their leaders. ARI’s R&D program is providing the scientific basis to meet these challenges.

In terms of transformation, the Army is already making major changes and more are planned over the next few years such as shifting from a division-based, heavy force to a brigade-based, modular force that is more powerful, flexible, and maneuverable; changing personnel procedures to stabilize units for longer periods of time; rapidly changing operational requirements to meet mission demands; and changing the process and procedures for training

and education that will be more responsive to the pace of change and the availability of resources. The full success of these changes, in a volatile, high threat environment with shortages of Soldiers, time, and resources, will require innovative personnel, training, and leader development knowledge products and technologies to improve human performance.

ARI's Overall Program

ARI's R&D program covers the total lifecycle of the Soldier and provides the foundation to select, assign, promote, and retain the highest quality Soldiers and make the most of their skills; train and develop them to keep pace with the technology and mission demands as they evolve; build effective teams and units; shape cultural mind-sets for joint operations; and understand and improve attitudes and motivation so units perform better and high quality Soldiers will remain in the Army. We accomplish our program by locating our research units close to Soldiers and to the critical centers for transformation and technology development. The map below shows the location of each of our research units and scientific coordination offices and contact information is listed on the last page of this document.



These locations and our research process provide opportunities to continuously “talk to warfighters,” to be close to the decision makers and doctrine developers, to be a player in technology development, and to conduct our research and test our products in real, field environments and exercises. They also help us plan and coordinate our program and ensure that our products are useful to both the Institutional and Operational Army.

Our R&D program includes Basic Research, Applied Research, Advanced Technology Development, and Personnel and Training Analysis Activities. In addition, we also provide two operational Centers of Excellence for the Army that: (1) conduct the Army’s attitude and opinion surveys for active duty Soldiers and their families and (2) conduct and support the Army’s occupational analysis program. This document provides a snapshot of these subareas for Fiscal Year (FY) 2005.

Basic Research Program

ARI's Basic Research Program is primarily a university-based program that focuses on the personnel, training, and leadership requirements of the future Army. The Research and Advanced Concepts Office (RACO) manages the program and maintains close contact with the university scientists and with other Army and DoD agencies conducting basic research. RACO defines the issues that require fundamental research, ensures that the basic research program is coordinated across Services, and facilitates the transition of basic research results into applied research programs for eventual use by the operational Army. The FY 2005 program includes:

- ***Personnel Issues for the New Century***

Identifying and measuring the aptitudes and skills that are projected to be required for effective human performance as the Army transforms to the Future Force is a major theme of this basic research effort. As part of this process, we are devising methods that can assess such attributes as persistency and dependability, describe how these attributes develop, and measure their contribution to performance and job tenure. Other research efforts will explore how various social structures, such as the family, and population demographics influence Army performance; and investigate the conditions under which turnover hinders or helps team performance. We anticipate that results from these research efforts will make important contributions to understanding and improving organizational effectiveness and the way we assign people to Army jobs.

- ***Training for Speed and Knowledge***

Basic research in this area is developing concepts and methods for training and for sustaining complex task performance. Understanding the impact of positive and negative feedback on a variety of tasks is an important project in this area. Assessing the impact on the human of Future Force technology requirements arising from digital, semi-automated, and robotic systems is part of this research as well. Successful projects will transition to our applied research program to test the principles and methods in Army training environments.

- ***Assessing and Improving Leader Skills***

The Basic Research Program in leader development is directed toward providing concepts and methods for accelerating leader development and understanding how to develop adaptability and flexibility in a manner that can be tested in the applied environment. One of our major efforts in this area is centered on understanding the dynamics of small group leadership in face-to-face and distributed team environments, and another is focused on discovering and testing the basic cognitive principles that underlie effective leader-team performance. These and other parts of the Basic Research Program address the Future Force requirements for rapidly developing adaptable, flexible leaders.

Applied Research and Advanced Technology Development Program

Each year, approximately 200 Army R&D programs are selected as those with the highest potential payoff in major knowledge products or technological advancements from those proposed by the Research, Development, and Engineering (RDE) Centers and Army Laboratories. These programs are called Army Technology Objectives (ATO) and are reviewed and selected annually by Warfighter Technical Councils, co-chaired by the Director of Technology, Office of the Deputy Assistant Secretary of the Army for Research and Technology, the Director, Future's Center of the Training and Doctrine Command (TRADOC), and senior representatives from the major commands. The ATOs are approved at the two- and four-star levels.

In FY 2005, ARI is the lead on four ATOs: one in personnel applied research, two in training applied research and advanced technology development, and one in leader development applied research and advanced technology development. In addition, we have partnered with RDE Command, Simulator Training and Technology Center (STTC), Institute for Creative Technologies, and the Human Research & Engineering Directorate of the Army Research Laboratory on a training ATO led by STTC. These are our largest research programs and are highlighted in each subarea below.

Personnel Applied Research and Advanced Technology Development Program

SELECTION, CLASSIFICATION, AND PERFORMANCE METRICS FOR THE FUTURE FORCE SOLDIER (IV.HS.2002.01)

The purpose of this research is to develop methods for identifying the knowledge, skills, and other attributes that will be needed by Soldiers to effectively perform in future jobs; and to develop and validate additional tests or instruments that may be needed to make sure that the Soldiers who are selected now have the highest potential to perform well as the future unfolds. To date, this research has developed innovative methods that have identified the knowledge, skill, and attributes (KSAs) supporting performance of the entry-level jobs envisioned for the future Army, and it has developed prototype personnel tests for selecting new Soldiers based on these identified KSAs. These prototype tests include innovative methods to measure attributes such as motivation, sound judgment, adaptability, and psychomotor skills that are not measured by personnel tests administered by the Army for Soldier selection and job assignment. Measures of future job performance are also being developed as a basis for validating the prototype personnel tests. If successful, this research will provide an enlisted selection and assignment process for ensuring the match between Future Force job demands and Soldiers' knowledge, skills, and attributes. The products from this research have been identified by the Army's Deputy Chief of Staff, G1 as high priority components of the Army's personnel transformation. Additional information on this ATO can be obtained by contacting the Selection and Assignment Research Unit in Arlington, Virginia.



In addition to the ATO, ARI personnel research has provided the Army with a preliminary model identifying factors that lead to Soldier attrition in the first term of service. This model is being refined and expanded and used to develop a set of potential initiatives that Army leaders can use to reduce attrition. Another project is developing prototype performance measures that the Army can use to certify Soldiers' qualifications for their assigned jobs. Such measures will form the basis for a future Soldier performance assessment system for use in personnel decisions (e.g., promotions), evaluating training effectiveness, and determining unit personnel readiness.

Advanced technology development projects are focused on new technologies and techniques to assess the overall command climate across the Army and to analyze trends in Soldier attitudes, opinions, and experiences. These techniques keep senior Army leaders and policy makers well informed on important issues that affect Soldier retention and unit readiness. They also provide more reliable, faster mechanisms to investigate the effects of external events or internal policy changes on retention and readiness. Currently, ARI scientists are examining the effects of frequent deployments on retention and the effects of the Unit Focused Stabilization initiative, a key part of Army's personnel transformation, on unit cohesion and readiness. In addition, selection instruments for Army aviation are being developed to improve the process of selecting Soldiers with the knowledge, skills, and aptitudes that will be required of aviators in future operational environments.

Training Applied Research and Advanced Technology Development Program

***METHODS AND MEASURES OF COMMANDER CENTRIC TRAINING
(IV.HS.2002.02)***

This is one of two ARI ATOs focused on improving training to meet future systems and mission demands. Conducted by the Armored Forces Research Unit at Ft. Knox and the Simulator Systems Research Unit in Orlando, Florida, this ATO combines applied research and advanced technology development projects to understand and resolve several of the challenges of training the Future Force. The work began in FY02 by analyzing command-group Command,



Control, Communication, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) behaviors in environments ranging from the large-scale live exercises of operational, digital units to smaller scale, advanced DARPA/CERDEC Future Combat Systems (FCS) simulation-based experiments. ARI researchers identified key tasks that the FCS battle command team will be required to perform (e.g., distributed planning & execution, dynamic decision making, control of robotic assets, knowledge management, operating in a joint-

interagency-multinational environment, etc.), developed workable measurement methods for the behaviors, and then developed effective training solutions. Working with the FCS Lead Systems Integrator and the Unit of Action Maneuver Battle Lab, we transitioned prototype training methods to scientists and engineers working on the problem of developing embedded training for the Future Force.



ARI researchers also looked at lessons from current operations to determine the implications for the Future Force. Analyses were done to

identify the skills necessary to utilize the current digital command and control systems for warfighting. Further research developed performance measures that indicated the level of leader and Soldier digital skills. ARI products from this research include: the Digital Tactical Operations Center (TOC) Integration Guide used by the 4th Infantry Division, MEDALIST training exercises that were used as design guidelines for small-group training by the vendors who are building the training support packages (TSPs) for FCS; a Think Like a Commander adaptive decision-making training program implemented in the Armor Captains Career Course at the Armor School; an electronic TSP demonstration that succinctly and clearly identified the challenges to conducting future embedded simulation-based collective exercises, and Battle Command Visualization 101 that provided an example of high-fidelity instructorless interactive training in how to employ robotic sensors and control them with advanced C2 systems.

ARI training solutions from this ATO have been quickly adopted by the current force to support its wartime mission. ARI has delivered interim products to the Armor School, the National Training Center, III Corps Battle Command Training Center, and the Collective Training Directorate at the Combined Arms Command for their use in preparing troops and transitioning these products to deploying units. Examples include, Blue Force Tracking (BFT) and Force XXI Battle Command Brigade and Below (FBCB2) Exploitation Tools and Leader's Primer for Exploiting FBCB2 & BFT delivered to deploying troops from 4ID and 1CAV and distributed at the National Training Center and the Think Like a Commander adaptive decision-making training delivered routinely to Soldiers in Iraq, Bosnia, and Afghanistan via synchronous distance learning capabilities. In its final year, the ATO is concluding its efforts with a comprehensive review of findings and development of training guidelines that will be published early in FY06.

TRAINING SMALL UNIT LEADERS AND TEAMS (IV.HS.2003.06)

This ARI training ATO is being conducted by the Infantry Forces Research Unit at Ft. Benning and the Simulator Systems Research Unit in Orlando. The future technological systems envisioned for the dismounted Soldier (Land Warrior/Future Force Warrior [FFW]) provide

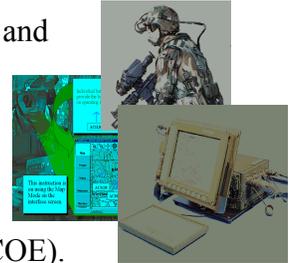


individual digital information capabilities that fully interconnect with mounted units within the Brigade Combat Team Unit of Action model, and embedded systems to train Soldiers on the move. Understanding what to train and how best to train small unit dismounted Soldiers and leaders to take full advantage of these emerging technologies, new operational concepts, and new tactics, techniques, and procedures (TTPs) are key to mission success and are the focus of this ATO. The research has identified unique small-unit leader and team training requirements for future performance and potential tasks best suited for training using embedded and virtual simulation technologies. In addition, an embedded/virtual training testbed has been established that will be used to evaluate training methods and strategies and the impact of various training approaches on learning, decision making, and performance. This research will develop innovative training methods, try them in the testbed, and use the results to provide exemplar training support packages and training guidelines for future dismounted leaders and teams. It will also develop preliminary measurement tools to assess decision making and information utilization within a FFW environment and after action feedback capabilities that can be embedded into wearable

computers under development for the dismounted Soldier. The results of this ATO will provide the initial guidelines and training to prepare small unit leaders and teams for the FFW Advanced Technology Demonstration (ATD).

ENHANCED LEARNING ENVIRONMENT WITH CREATIVE TECHNOLOGIES (ELECT) (IV.MS.2005.04)

This is a new FY05 STTC-led ATO with ARI, the Human Research and Engineering Directorate (HRED) of the Army Research Laboratory, and the Institute for Creative Technologies (ICT) as partners. Currently, Army trainers lack the ability to rapidly develop and deploy realistic, immersive, virtual training environments for individuals and small groups that incorporate changes in training, tactics and procedures (TTPs) or scenarios based on lessons learned from the Contemporary Operating Environment (COE).



The goal of this research is to understand how the use of PC-based simulations with instructional feedback can lead to improved learning and retention. The Advanced Methods Team of the Research and Advanced Concepts Office (RACO) in Arlington, VA will conduct the ARI research for this ATO. Our scientists will work with ICT in developing a training tool that can be easily adapted by instructors to produce rapidly updated training. ARI will provide ICT with pedagogical design principles, co-develop instructor and cultural models with ICT, provide guidance on an authoring interface design, and assess the effectiveness of the training tools developed. The training tool developed by this partnership will effectively train and sustain the Soldier-centered skills needed to function in the current high stress environment, as well as provide a powerful and highly flexible test-bed for training research. While the ICT project is underway, ARI will also engage in research to identify the trainee and training system variables that influence training effectiveness. This will set the stage for the research that will occur once the ICT training tool is developed.

Leader Development Applied Research and Advanced Technology Development Program

ACCELERATING LEADER DEVELOPMENT (III.HS.2004.01)

ARI's leader development ATO is being conducted by the Leader Development Research Unit at Ft. Leavenworth. The goal of this ATO is to accelerate the acquisition of leader skills through virtual practice and to increase self awareness using interactive environments.



To this end, the project is developing critical thinking modules to train and evaluate leader skills such as framing the problem and recognizing main points of a message. In conjunction with the Institute for Creative Technologies (ICT), ARI scientists are developing realistic case-study vignettes that provide exercises to challenge Soldiers' judgment in tactical and interpersonal contexts, providing them with automated feedback to facilitate learning of critical thinking skills and interpersonal skills that will be vital for success in future operating environments. One preliminary product from this research, *Think Like A Commander—Excellence in Leadership (TLAC-XL)* DVD, provides “synthetic

experience” and training in critical thinking and interpersonal communications skills at the junior leader level. This product has been evaluated at Fort Lewis and Fort Drum and used by the Stryker Brigade in their leader training prior to deployment. The DVD can be used by an individual or small group and provides a useful tool in the classroom or the unit. On-line training scenarios, diagnostics, and feedback techniques for leader self development are being designed and are intended to be distributed through the world-wide web. Technology will be interactive and provide guided exploration of realistic problems. Along with the technology development, research within this ATO is refining a theory-based experiential growth model of leader development and exploring the interaction between emotions and cognition for learning in a simulated practice environment.



In addition to the ATO, ARI is conducting research to design prototype training for multinational team leaders to facilitate cultural understanding and teamwork, and to build communication competence in multinational teams. It is also developing preliminary measures to assess multinational team leader skills, adaptability, and flexibility and examining the relationship of adaptability and social knowledge to organizational commitment and retention. Other research is designing a prototype training course to improve leader adaptability and flexibility and developing scenarios and role-playing exercises that will help leaders assess, train, and develop adaptability in their team members. The prototype course and exercises are currently being pre-tested in the Special Forces leader development programs for eventual transition Army-wide.

Personnel and Training Analysis Activities

The objective of the ARI Research-based Personnel and Training Analysis program is to conduct analyses to support personnel and training policy, doctrine, and program decisions. These analyses are typically short-term projects (usually 1-2 years) that leverage already existing data or research results, when possible. Each year, ARI solicits proposals from its key proponents, the U.S. Army Training and Doctrine Command (TRADOC), the Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA-M&RA), the Headquarters Department of the Army Deputy Chief of Staff, G-1; and the Human Resources Command (HRC). Proposals are prioritized by each proponent and are reviewed by ARI. The proposals that fit within the ARI mission and funding availability are conducted after approval of the Deputy Chief of Staff, G-1. The FY 2005 program is briefly described below. Additional information about the program or any of the projects can be obtained from the Research and Advanced Concepts Office.

- **Longitudinal Analysis of the Semi-Centralized Noncommissioned Officer (NCO) Promotion System.** In FY04, a study was conducted by ARI’s Selection and Assignment Research Unit for the Deputy Chief of Staff, G-1, using the ARI-developed Leadership Assessment Tool (LAT). The LAT is a combination of situation judgment test and temperament items and has the potential to improve the promotion process for NCOs. The 04 study, phase I of the project, administered the LAT to Specialists/Corporals and Sergeants (E4 or E5) when they were considered for promotion. The current FY05 study is phase II of the project that links the phase I scores on the LAT with criterion measures, supervisor ratings of Soldier performance, at the next higher grade (E5 or E6). Analyses will then identify the LAT subtests with the strongest relationships to successful performance.

- **Attrition Screening Measure for Non-High School Diploma Applicants.** The Army places a premium on recruiting high school diploma graduates because earning a high school diploma (or its equivalent) is predictive of an individual's potential for adapting to military life. Historically, approximately half of non-high school diploma graduates fail to complete their initial term of enlistment. These high attrition rates are very costly to the Army. In FY04, ARI developed a new pre-enlistment attrition screen, the Tier Two Attrition Screen (TTAS) that can be used to significantly reduce attrition among non-high school graduate (NHSDG) recruits to rates more similar to those of high school graduates. The TTAS combines several indicators of attrition and adaptability from the motivational, mental, and physical fitness domains. In FY05, the first phase of TTAS is being implemented nationwide as part of a new NHSDG recruiting market expansion pilot program. Under this program, NHSDG applicants with high scores on TTAS will be given enlistment incentives that are normally restricted to high school diploma graduates. The TTAS is enabling the Army to now expand its recruiting market at a time of critical need. This study was sponsored by the U.S. Army Accessions Command, and the Deputy Chief of Staff, G1.
- **Selective Reenlistment Bonus (SRB) Management System (Phase III): Training and Support.** ARI completed the initial development of an Army SRB Management System during FY04 and installed the system on a secure HRC site for use by the program manager and analysts. To ensure the adoption and full utilization of the integrated Selective Reenlistment Bonus (SRB) Management System by the program manager and analysts, ARI will conduct an evaluation and conduct training for a smooth transition. This study is co-sponsored by the Deputy Chief of Staff, G-1 and the Human Resources Command.
- **Competency Assessment Prototype: Incorporating Lessons Learned.** As part of the applied research program, ARI developed the Demonstration Competency Assessment Program (DCAP) to tap the core Knowledge, Skills, and Attributes (KSAs) that E-4 Soldiers must have to perform their jobs regardless of specialty. These KSAs fall into the general categories of common tasks, leadership, training, and Army/NCO history and values that reflect the theme of the Warrior Ethos. In the current operational environment, these core KSAs have expanded. As a result, the Deputy Chief of Staff, G-1 and the TRADOC, Deputy Chief of Staff for Operations & Training (DCSOPS&T) requested that ARI conduct a study to assess the lessons learned from recent operations in Iraq and the doctrine and training materials associated with Operation Iraqi Freedom and Enduring Freedom, identify the KSAs associated with these recent operations, and refine the assessment tools to include the expanded KSA set.
- **Junior Officer Retention.** A substantial number of officers commissioned through the USMA and ROTC scholarship programs leave the Army immediately after completing their initial obligated tour of duty; they do not make the active Army their career. This is not only a loss of dollars for educating and training these officers; but a loss of experience and leadership potential. Recent and ongoing changes in the Army contribute to the complexity of today's problem of officer retention. These changes include Army downsizing, operational and mission changes as part of the Future Force transformation, and a relentless operational tempo required by America's Global War on Terrorism (GWOT). This study seeks to clarify the issues in officer retention and provide preliminary information for use in improving officer retention rates and length of service. The study is being sponsored by the Director of Military Personnel Management, Deputy Chief of Staff, G-1.
- **Basic Officer Leadership Course (BOLC) Training Assessment.** This project, requested by TRADOC's Army Accessions Command and conducted by the ARI Infantry Forces Research Unit at Ft. Benning will evaluate the effectiveness of Phase II of the three-phase BOLC that is the initial entry training for newly commissioned officers. Phase II is currently being pilot tested. It is designed to instill warrior ethos in new lieutenants and teach fieldcraft through immersion in a tactical environment. The study will: (1) determine if BOLC II adequately develops agile and adaptive leaders while introducing complexity in training; (2) develop metrics and measures of effectiveness for BOLC II; and (3) determine if the BOLC II tasks are sufficiently focused on leadership competencies and meet the demands of the Current Operational Environment (COE).
- **Evaluating Structured Communities of Practice.** Advances in web-based collaborative technologies have made it possible for individuals to form collaborative groups (communities of practice) to rapidly communicate their lessons learned from operational experience, and engage in problem solving with peers, leaders, and chains of command. The objective of this study is to determine the effectiveness and efficiency of communities of practice (CoP), specifically S3.XO, a collaborative tool for battalion and brigade executive and operations officers. A second objective is to identify ways that the CoPs can assist in

the development of capabilities (knowledge, skills, and attributes) and can support commander/leader teams in Operation Iraqi Freedom and Operation Enduring Freedom by accelerating the development of tactics, techniques, and procedures through virtual action teams. This project is sponsored by the Combined Arms Center (ATSC), Command and General Staff College, Ft. Leavenworth and is being conducted by the ARI Leader Development Research Unit at Ft. Leavenworth.

- **Effects of Motion-based Simulation Training on Task Performance.** The majority of research on the effects of motion in simulated environments has been conducted on aviation platforms for training Army aviators. Little is known about the need for simulating realistic motion when training in land vehicles. This study will precisely define the effects of simulator motion on task performance in land vehicles. Where motion substantially affects task performance, it will investigate and provide recommendations for how best to replicate these effects in a cost effective manner. This study will provide guidelines to clarify what types of tasks and skills are best trained using motion and what tasks and skills can be trained without a motion-based platform and feed into developing the requirements for FCS simulators, training devices, and embedded training. This project is sponsored by TPIO Virtual Directorate at Ft. Leavenworth and is being conducted by ARI's Simulator Systems Research Unit in Orlando.
- **Warrior Transition Course Assessment.** TRADOC has developed a new Warrior Transition Course (WTC) to meet the reception and training needs of former Air Force and Navy service members who return to the military by joining the Army. This course is designed as initial-entry training to transition these prior service members into the active duty Army. It replaces the 9-week Basic Combat Training (BCT) course for new recruits with a 4-week course for these prior service members. The goal of this course is to prepare these prior service members to attend Advanced Individual Training or to go directly to their first unit of assignment. This study will evaluate the course to see if it is effectively meeting its goal. This project is sponsored by The TRADOC Assistant Deputy Chief of Staff for Training (ADCST) and is being conducted by ARI's Selection and Assignment Research Unit in Arlington, VA.

Army Centers of Excellence

Army Personnel Survey Office

ARI's Army Personnel Survey Office (APSO) is the Army's Center of Excellence for attitude and opinion surveys of Active Component Soldiers and their dependent family members. Top Army leaders use the survey data to "keep a finger on the pulse" of the Army and to stay informed about the well-being and needs of Army Soldiers and families. For example, top Army leaders receive survey reports on key personnel issues, such as well-being (quality of life), morale, and plans to stay in or leave the Army before retirement. Survey results also are reported to the U.S. Congress in the annual Army Posture Statement.

APSO conducts two Army-wide surveys on a recurring basis: the omnibus, semi-annual, Sample Survey of Military Personnel (SSMP) and the biennial Survey on Officer Careers (SOC). Army agencies and activities are provided an opportunity to identify specific topics to be included in these surveys, and the results are reported directly to these proponent organizations. In addition, trend data are collected for the Army by including on a regular basis questions on topics related to soldier readiness and retention such as job satisfaction, satisfaction with housing, leader support for Army families and single Soldiers, spouse satisfaction, equal opportunity/discrimination, and unit climate.

Occupational Analysis Office

ARI's Occupational Analysis Office (OAO) is the Army's Center of Excellence for collecting, analyzing, synthesizing, and reporting data on job performance and training

requirements of commissioned officer, warrant officer, and enlisted occupations in both the Active and Reserve Components. Occupational Analyses are generally performed when weapon systems, organizational structures, or tasks change due to job restructuring and classification changes. These analyses focus on the need for Military Occupational Specialty (MOS) design/redesign, including creation of new MOS and the consolidation or shredding out of existing MOS. In addition, the task performance, skill, and knowledge requirements of MOS are examined to determine training requirements that best support the occupational structure. In FY2005, OAO is continuing to conduct a Common Task Survey of commissioned and warrant officers and enlisted Soldiers Army wide through the world-wide web. Results of the Survey will be used to support development of both institutional and unit common task training requirements.

ARI's Scientific Expertise and Contribution

This document has provided a brief overview of the Institute and its programs. Our staff of 80 scientists has a wide range of core competencies in the behavioral and social sciences including expertise in selection and classification, human learning and memory, training and development, performance measurement, group dynamics, culture and society, and in attitude and opinion research. These core competencies result in an R&D program that directly influences training, leadership and education, and personnel readiness and indirectly influences doctrine and the Army organization. Our scientists play key roles in representing the U.S. Army on International panels of NATO and The Technical Cooperation Program (TTCP) in training, human in command, and military manpower issues. Our Director leads the U.S. delegation in Manpower Policy to the annual Defense Analysis Seminar and ARI scientists are routinely involved in interagency and international projects. In addition, our scientists provide advice and assistance to other scientists, students at private and public colleges and universities, students at military schools (Army War College, U.S. Military Academy), Army leaders, staff officers, Soldiers in the field, and outside government agencies.

Our scientists, and indeed the entire Institute, are an Army asset. Our expertise and our activities are focused on providing non-materiel solutions from the behavioral and social sciences that help Soldiers and leaders leverage the full potential of the advanced technologies being developed and fielded in Army S&T, successfully meet current mission demands, and be prepared to meet the demands of the future joint expeditionary force.

***Technologies don't win wars – America's Soldiers
who think, act, and innovate – DO!***

Directory

ARI Website: www.ari.army.mil

Headquarters, Arlington, VA

Director, U.S. Army Research Institute for the
Behavioral & Social Sciences (ARI)
E-mail: ARI_DIR@ari.army.mil

Technical Director
E-mail: ARI_TECHDIR@ari.army.mil

Research Support Group
E-mail: ARI_RSG@ari.army.mil

Research Units

Armored Forces RU
Fort Knox, KY
E-mail: ARI_ARFU@ari.army.mil

Army Trends Analysis RU
Arlington, VA
E-mail: ARI_ATAG@ari.army.mil

Force Stabilization RU
Boise, ID
E-mail: ARI_FSRU@ari.army.mil

Infantry Forces RU
Fort Benning, GA
E-mail: ARI_IFRU@ari.army.mil

Leader Development RU
Fort Leavenworth, KS
E-mail: ARI_LDRU@ari.army.mil

Research and Advanced Concepts Office
Arlington, VA
E-mail: ARI_BRO@ari.army.mil

Rotary Wing Aviation RU
Fort Rucker, AL
E-mail: ARI_RWARU@ari.army.mil

Selection and Assignment RU
Arlington, VA
E-mail: ARI_SARU@ari.army.mil

Simulator Systems RU
Orlando, FL
E-mail: ARI_SSRU@ari.army.mil

Scientific Coordination Offices

Fort Bragg Scientific Coordination Office
Fort Bragg, NC
E-mail: ARI_BRAGG@ari.army.mil

Joint Forces Command Scientific Coordination
Office, Suffolk, VA
E-mail: ARI_JFCOM@ari.armymil

TRADOC Scientific Coordination Office
Fort Monroe, VA
E-mail: ARI_TRADOC@ari.army.mil

Operational Offices

Army Personnel Survey Office
Arlington, VA
E-mail: ARI_APSO@ari.army.mil

Occupational Analysis Office
Arlington, VA
E-mail: ARI_OAO@ari.army.mil



**U.S. Army Research
Institute for the
Behavioral and
Social Sciences**



**U.S. Army Research Institute
for the Behavioral and
Social Sciences**

www.ari.army.mil

