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JULY 1986

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Maxwell Air Force Base, Alabama 36112-5712

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LMDC-TR-86-1

Technical reports prepared by the Leadership and Management Development Center (LMDC), Maxwell Air Force Base, Alabama, report completed research projects documented by literature reviews, references, and abstracts. Technical reports are intended primarily for use within the Air Force but may be distributed to researchers outside the USAF, both military and civilian.

The views and opinions expressed in this technical report represent the personal views of the authors only, and should not in any way be construed to reflect any endorsement or confirmation by the Department of Defense, the Department of the Air Force, or any other agency of the United States Government.

This report has been reviewed and cleared for open publication and public release by the appropriate Office of Public Affairs (PA) in accordance with AFR 190-1 and is releasable to the Defense Technical Information Center where it will be available to the general public, including foreign nations.

Effective 1 July 1986, the Organizational Assessment Package (OAP), the Air Force Spouse Survey, Air Force Family Survey, and Combat Attitude Survey data bases will be transferred to the Air Force Human Resources Laboratory (AFHRL). After that date, inquiries about them should be directed to AFHRL/MOD, Brooks AFB TX 78235-5601.

LMDC-TR-86-1 has been reviewed and is approved for publication.

MICKEY R. DANSBY, Maj, USAF
Director, Research and
Analysis

DAVID L. HOSLEY,
Colonel, USAF
Commander

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Preface

Between 1980 and 1986, the Directorate of Research and Analysis of the Leadership and Management Development Center (LMDC/AN) was active in performing organizational research, documenting and publishing results, and in advising selected Air Force professional military education and degree-seeking students in research using LMDC resources and materials. This compendium is a presentation of those documents.

The compendium is divided into three parts. The first is Research Program Descriptions. In this section, the programs producing published documents are briefly discussed and ordering information provided. The compendium contains abstracts of LMDC/AN technical reports available through the Defense Technical Information Center (DTIC). Also included for each of these reports are its security classification, LMDC report number and date, author(s) or editor(s), distribution statement, and key words. The third is LMDC/AN Research Publications. Here, the actual documents themselves are listed including author, title, and publication date, if appropriate. This third section, in turn, contains several subsections as reflected in the Table of Contents.

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Table of Contents

RESEARCH PROGRAM DESCRIPTIONS	1
LMDC/AN Working Papers and Technical Reports	1
LMDC/AN Adjunct Research Program/Studies	2
Contract Research	2
<u>TIG Brief Articles</u>	2
Articles, Papers, Book Contributions	3
 ABSTRACTS OF LMDC/AN TECHNICAL REPORTS	 4
Air Force Productivity Symposium	4
An Examination of the Reliability of the Organizational Assessment Package	5
Factor Stability of the Organizational Assessment Package	6
Management's Role for Reducing Employee Stress	7
Enhanced Management Consulting	8
The Impact of Various Levels of Professional Military Education and Formal Education on Selected Supervisory Dimensions	9
Productivity Measurement: An Analytic Approach	10
Air Force Lieutenants: An Analysis of Perceptions Surveyed During the Lieutenants' Professional Development Program	11
Determinants of Civilian High Grade Turnover	12
Measuring Air Force Patient Satisfaction: Initial Development of an Attitudinal Instrument	13
A Field Study of Air Force Organization Structure	14
Air Force Organizational Assessment Survey: Initial Revision and Standardization	15
The United States Air Force Organizational Assessment Package	16
USAF Family Survey: A Revision of the USAF Spouse Survey	17
The Initial Development of a Spouse Attitude Survey	18
Career Intent and Satisfaction with Work Schedule as Related to Perceived Family Attitude	19
A proposal for the Revision of the U.S. Air Force Spouse Survey	20
Retention of Middle Level NCOs: Key Factors from the Organizational Assessment Package	21

Perceived Productivity: Interaction Effects of Gender, Personnel Category, and Satisfaction with Technical Training	22
Family Factors and the Career Intent of Air Force Enlisted Personnel	23
 LMDC/AN RESEARCH PUBLICATIONS	24
Technical Reports	24
Working Papers	26
Technical Notes	27
LMDC/AN Adjunct Research Program Studies	28
ACSC - AY 1980	28
ACSC - AY 1981	30
ACSC - AY 1982	32
ACSC - AY 1983	33
ACSC - AY 1984	33
ACSC - AY 1985	34
ACSC - AY 1986	34
AFIT - AY 1981, 1982, 1983, 1985	37
AFOSR	38
<u>TIG Brief</u> Articles	40
Articles, Book Contributions, Papers Presented	42
Articles	42
Book Contributions	42
Papers Presented	43

Research Program Descriptions

LMDC/AN Working Papers and Technical Reports

The Research and Analysis Directorate (AN) has established three types of reports--Working Papers (WP), Technical Notes (TN), and Technical Reports (TR)--as ways to disseminate theoretical, proposal and research papers of interest to leadership and management researchers, and to encourage the sharing of research and research findings in the civilian community, as well as within the military community.

A Working Paper is an update of an ongoing data analysis (interim status report) or a report of a completed short term project such as a limited one-time-only special study (or group of related studies) which may have a wider application than for the original requestor. The information contained in it is limited to the actual background, analysis, results and conclusions of that study only and the format may vary according to the analysis plan used. WPs are, therefore, intended as a way to keep current on completed projects or updated on long term projects. Data in the WP are intended primarily for use within LMDC and Air University.

A Technical Note is a report of a completed research project of moderate length and scope. The TN is intended primarily for use within the Air Force, but may be distributed to researchers outside the USAF, both military and non-military, after appropriate clearance has been obtained. All TNs are processed for submission to the Defense Technical Information Center (DTIC) and are prepared according to the format of the American Psychological Association.

A Technical Report is any preliminary or final technical document written for the permanent record to document results obtained from, or recommendations made on, Department of Defense sponsored or cosponsored scientific and technical activities (reference Military Standard 847A).

The views and opinions expressed in these reports represent the personal views of the author(s) only, and should not in any way be construed to reflect any endorsement or confirmation by the Department of Defense, the Department of the Air Force, or any other agency of the United States Government.

Technical Reports and Technical Notes are cleared for release to the public in accordance with Air Force Regulation (AFR) 190-1 and may be obtained from the Defense Technical Information Center, Cameron Station, Alexandria VA 22314.

Working Papers are approved for release only by the Commander, LMDC, or his designated representative. They may, however, be distributed within the USAF and to both military and civilian researchers after appropriate clearance for public release in accordance with AFR 170-19. Inquiries about or requests for these reports should be referred to LMDC/AN, Maxwell AFB AL 36112-5712.

LMDC/AN Adjunct Research Program/Studies

Adjunct Research Program/Studies were developed to expand the LMDC/AN research capability. Students from the Air Command and Staff College (ACSC) and the Air Force Institute of Technology (AFIT) work on research studies of specific interest to AN personnel. ACSC students are directly supervised by advisors that work in AN. AFIT students are supervised directly by their faculty members, and work only indirectly for AN personnel.

All Research performed is available, except as noted, through the school at which student researchers were studying:

- o ACSC reports may be obtained from Air University Library/LDEX, Maxwell AFB AL 36112-5564, Autovon 875-7223.

- o AFIT reports may be obtained from the AFIT Library, Wright-Patterson AFB OH 45433-5000.

Contract Research

The Summer Faculty Research Program (SFRP) and its associated graduate student program, sponsored by the Air Force Office of Scientific Research (AFOSR) and contracted to civilian faculty, provide a mechanism by which researchers at universities can be introduced to Air Force research and thus become contributors to and participants in Air Force research. Selected researchers spend summer months at an Air Force research organization to introduce them to Air Force research and Air Force people. A second component of the program is the minigrant which may be awarded to permit the researcher to complete or expand the summer work upon return to the university. Inquiries about or request for these reports should be directed to:

- o Southeastern Center for Electrical Engineering Education (SCEEE), SFRP Office, 11th and Massachusetts Ave, St Cloud, FL 32769 for reports from 1980 to 1984.

- o Universal Energy Systems (UES), 4401 Dayton-Xenia Road, Dayton OH, 45432 for 1985 reports.

- o AFOSR/XOT, Bolling AFB DC 20332-5000

In addition to OSR sponsored research, LMDC also independently contracts research on selected topics of interest. Currently, LMDC is contracting research on a study of Air Force organizational structures. For the current contract, the principle investigator is Major Mickey R. Dansby, and contract researchers include Dr Richard Daft, Texas A&M University and Dr. Edward Conlon, University of Iowa.

TIG Brief Articles

In February 1980, the Editor, TIG Brief asked LMDC to write articles on various facets of leadership and management. Air Force organizations may obtain copies of the articles from LMDC. Please note that articles are not intended for general public release, but Air Force organizations may reprint them without further authorization providing credit is given TIG Brief.

Other organizations may request reprint permission by calling the Editor, TIG Brief, AUTOVON 876-3402 or writing Editor, TIG Brief, AFISC/CSM, Norton AFB, CA 92409-7001

Articles, Papers, Book Contributions

This section contains references to any works published or accepted to be published, or papers presented or accepted to be presented at professional meetings. Articles or papers included concern consulting, organization development, the Organizational Assessment Package (OAP), training, or other topics related to organizations.

ABSTRACTS OF LMDC/AN TECHNICAL REPORTS

Air Force Productivity Symposium

The Air Force Productivity Symposium was co-hosted by the Leadership and Management Development Center and the Productivity and Research Office, Headquarters USAF, in February 1980. The purpose of the symposium was to represent relevant productivity-related research and programs and to provide answers to the question, "What initiatives should be included in the Air Force Productivity Program?" This report represents the work of the Symposium and contains three parts. The first contains the results of discussion and recommendations of the Symposium. The second part contains copies of papers read or presented during paper sessions. The final section contains copies of materials used in briefings where no formal papers were available. A previous version of this report was published as an LMDC Working Paper and submitted to Symposium members only. This report is intended to update and replace that Working Paper.

Security	Unclassified.
Report Number	LMDC-TR-81-1.
Editor	Major Lawrence O. Short.
Distribution	Approved for public release; distribution unlimited.
Key Words	Productivity, perceived productivity, job enrichment, organizational development, organizational change, survey development, production measurement, production evaluation, production enhancement, Organizational Assessment Package (OAP).

An Examination of the Reliability of the Organizational Assessment Package

This report assesses the factor-by-factor reliability of the Organizational Assessment Package (OAP) survey. In making this assessment, two procedures were used: test-retest for stability and Cronbach's alpha for internal consistency. Results showed generally acceptable to excellent reliability for the primary OAP factors. OAP factors are reliable enough for collection of Air Force systemic data, while results must be considered on a factor-to-factor basis when used for consulting purposes. Recommendations from the report include: expansion or elimination of two-item factors, as these factors are least stable and consistent; investigation of positive response bias in OAP factor results; and consideration of reliability measurement when selecting the factor analytic model for the OAP revision.

Security	Unclassified.
Report Number	LMDC-TR-81-2.
Report Date	July 1981.
Authors	Major Lawrence O. Short; Lt Colonel Kenneth L. Hamilton.
Distribution	Approved for public release; distribution unlimited.
Key Words	Attitude survey, reliability, survey, Organizational Assessment Package, OAP.

Factor Stability of the Organizational Assessment Package

The Organizational Assessment Package (OAP) is currently undergoing a complete factor-by-factor revision. A part of this effort is reexamining the validity of the survey instrument in the light of data and experience gained from two years of field use. Specifically, this study concerned the consistency of OAP factorial validity across both functional area and demographic groupings. Three measures of factor consistency were used: Congruence coefficient, s-index, and root mean square. Results showed excellent and consistent factor solutions across groups and methods of measurement. Discussion is offered regarding results and implications for future use of the OAP.

Security	Unclassified.
Report Number	LMDC-TR-82-1.
Report Date	August 1982.
Authors	Captain Janice M. Hightower; Major Lawrence O. Short.
Distribution	Approved for public release; distribution unlimited.
Key Words	Attitude survey, validity, survey, organizational assessment, Organizational Assessment Package, OAP.

Management's Role for Reducing Employee Stress

This literature review on job-related stress is based on several sets of findings from behavioral and medical research. Support is offered for the premise that job related factors are a primary cause of stress-induced illness among people in today's work force. Whether or not a job actually provokes stress depends a great deal on how a person perceives the situation. This perception in turn is influenced by a variety of individual differences in people and by differences in the work environment. Medical researchers now believe that the chemical stress reaction within the human body is the most important causative factor in contemporary health breakdowns. The economic cost of stress in terms of health care in 1980 was one of every 14 dollars. Management is now realizing the related personnel costs associated with absenteeism, turnover, premature retirement, serious illness, alcoholism, and death will become an even bigger problem in the future. Authors generally agree that the responsibility for reducing employee stress belongs to management. However, since there is no single cause or effect of stress, a simple solution to correct the problem does not exist. Therefore, a combination of approaches needs to be established to help people and organizations deal effectively with stress in the work force. The review concludes with some discussion and recommendations to management for helping employees cope productively with job-related stress.

Security	Unclassified.
Report Number	LMDC-TR-83-1.
Report Date	March 1983.
Authors	Senior Master Sergeant Clifford M. Purington, Jr.
Distribution	Approved for public release; distribution unlimited.
Key Words	Stress, bio-feedback, General Adaptation Syndrome, Gross' Five Stages of Stress, Stress management, preventive health.

Enhanced Management Consulting

This report presents a four-part study to provide suggestions for enhancing management consultation within the Air Force. Part one contains an overview of organizational development. The second part discusses how organizational change can be managed through intervention. Part three reviews and discusses present Air Force management consulting methodology. The final part presents a detailed yet simplistic consulting model which could be amplified or contracted to meet the contemporary needs of Air Force consultants using basic organizational development strategies.

Security	Unclassified.
Report Number	LMDC-TR-83-2.
Report Date	July 1983.
Authors	Lieutenant Colonel Victor L. Kapinos.
Distribution	Approved for public release; distribution unlimited.
Key Words	Organizational development, management consulting, organizational assessment, organizational change, consulting intervention, consulting model.

The Impact of Various Levels of Professional Military Education and Formal Education on Selected Supervisory Dimensions

Officers need training and education to perform assigned duties. Problem: How much of what type of education and/or training does an Air Force officer need? This paper analyzes how an officer's level of professional military and academic education influence subordinate perceptions of managerial/supervisory issues. An analysis of covariance (ANCOVA) is performed using a 2x4 factorial design (level of college degree x level of PME). The data show that officer professional military and graduate education positively influence the perceptions of subordinates on key supervisory measures as measured by the Organizational Assessment Package (OAP). To determine how the Air Force compares to industry, information was collected from four defense related corporations. These industries place as much or more emphasis on the professional education of employees than the Air Force. In the area of advanced education, what may appear costly in the present should reap enormous benefits in the future.

Security	Unclassified.
Report Number	LMDC-TR-83-3.
Report Date	August 1983.
Authors	Airman First Class Michael Mansfield.
Distribution	Approved for public release; distribution unlimited.
Key Words	Professional military education (officer), graduate education, analysis of covariance (ANCOVA), Air Force Institute of Technology, Organizational Assessment Package (OAP).

Productivity Measurement: An Analytic Approach

This study develops a model for measuring productivity in a large scale systems acquisition and development agency within the Department of Defense using the Analytic Hierarchy Process (AHP). Fourteen objective factors were identified and weighted to develop the relative importance of the primary determinants of production. Initial validity data are presented. The result is a model which provides senior management with objective, analytically derived indexes upon which to make manpower decisions.

Security	Unclassified.
Report Number	LMDC-TR-83-4.
Report Date	September 1983.
Authors	Captain Jeffrey S. Austin, Captain Robert N. Braswell, Colonel John Ostrominski, and Charles R. White.
Distribution	Approved for public release; distribution unlimited.
Key Words	Productivity, organization development, analytic hierarchy process.

Air Force Lieutenants: An Analysis of Perceptions Surveyed During the
Lieutenants' Professional Development Program

It is essential that Air Force lieutenants develop proper leadership and management skills early on in their careers so that they may meet the greater challenge inherent in their progression in rank and responsibility. This paper attempts to paint a picture of today's Air Force lieutenants using information and data derived from two sources: The Leadership and Management Development Center's Lieutenants' Professional Development Program (LPDP) and Organizational Assessment Package survey. The information and data show that, among other things, lieutenants are perceived to be lacking good supervisory and managerial skills. Subordinates of lieutenants are experiencing many of the same problems as lieutenants themselves. Herein lies the valuable potential of the LPDP. This program is designed to help lieutenants, especially those who are supervisors, gain pragmatic insight into how to develop and fulfill their managerial skills and supervisory roles. Since professional military education is generally offered at about the three-year point, and then only to a percentage, a program such as the LPDP is needed for this large segment of Air Force leadership. The data clearly indicate the need for additional training.

Security	Unclassified.
Report Number	LMDC-TR-84-1.
Report Date	January 1984.
Authors	Airman First Class Michael Mansfield.
Distribution	Approved for public release; distribution unlimited.
Key Words	Lieutenants' Professional Development Program, Organizational Assessment Package, Oneway Analysis of Variance, supervisory training, management skills.

Determinants of Civilian High Grade Turnover

The commander of a major Air Force organization with a high percentage of civilian personnel requested a special study of high grade civilian turnover in an attempt to be proactive to an anticipated favorable industrial hiring climate in the mid-1980's. The focus of this investigation was on factors influencing decisions to stay with or leave that organization. Data gathering included survey data of currently assigned personnel, open-ended written comments, randomly selected structured interviews with currently assigned personnel, and telephone interviews with personnel who had recently left. The purpose of this technical report was to document the key results of this multifaceted approach to help determine possible causes of high grade civilian turnover. The results indicated that the overwhelming reason individuals had elected to stay with this organization was a general satisfaction motivation derived from the characteristics of the job itself. Other key motivators included job security, geographical area, and, for many, the pay and benefits package. Lack of advancement and promotion opportunity were the clear issues influencing the decision (or potential decision) to leave the organization. Other issues included organizational leadership, petty restrictions, possible changes in the retirement system, and higher pay. Pay surfaced as both a motivator to stay, and for others, as a key factor in a decision to leave.

Security	Unclassified.
Report Number	LMDC-TR-84-2.
Report Date	April 1984.
Authors	Captain Jeffrey S. Austin, Captain M. D. Meyer, Chief Master Sergeant Billy R. Jolly, and Nancy R. Mehserle.
Distribution	Approved for public release; distribution unlimited.
Key Words	Retention, civilian turnover, job motivators, engineering, promotion impact, job satisfaction.

Measuring Air Force Patient Satisfaction: Initial Development of an Attitudinal Instrument

This study concerned the initial development of the Air Force Quality of Medical Care Survey, including examining attitudinal items for an underlying factor structure, assessing the reliability of resulting factors, and addressing item/factor sensitivity and construct validity. The factor structure was assessed using a principal component analysis, the reliability by Cronbach's alpha procedure for internal consistency, and the sensitivity/construct validity by testing predicted item/factor relationships. Results showed a factor structure consistent with theoretical expectations and composed of the following: concern for patients, general satisfaction, access to care, availability of care, continuity of care, support area satisfaction (pharmacy, laboratories, x-ray) and appointments. Alpha coefficients for the factors ranged from .75 to .95. Empirical relationships support instrument construct validity. Implications of the results are discussed.

Security	Unclassified.
Report Number	LMDC-TR-84-3.
Report Date	April 1984.
Authors	Major Lawrence O. Short, and Captain Janice M. Hightower.
Distribution	Approved for public release; distribution unlimited.
Key Words	Health care perceptions, patient satisfaction, medical service.

A Field Study of Air Force Organization Structures

Changes in the political, social, economic, and technological environments of organizations have provided an increasingly turbulent context within which organizations must operate. One consequence of these changes is growing concern with developing structural forms which adapt more easily. The Air Force has also become interested in this issue and has requested a study focusing on some "non-traditional" options to more traditional functional structure. This paper reports results of a pilot work for this effort. Included are a discussion of the importance of structure, theoretical models for structural variations and alternatives, a methodology which can be used to study structural issues, and an application of both methodology and theory to specific Air Force situations (aircraft maintenance and systems acquisition). Discussion is provided by answers to specific questions regarding structural issues in the Air Force.

Security	Unclassified.
Report Number	LMDC-TR-84-4.
Report Date	May 1984.
Authors	Dr Edward J. Conlon, Dr Richard L. Daft, Captain Jeffrey S. Austin, Major Lawrence, O. Short.
Distribution	Approved for public release; distribution unlimited.
Key Words	Organization, structures, non-traditional structures, matrix organization.

Air Force Organizational Assessment Survey: Initial Revision and Standardization

This study concerns initial standardization of the Organizational Assessment Survey (OAS), including deriving the OAS factor structure, testing each obtained factor's internal consistency reliability, and considering item sensitivity and construct validity of the revised instrument. Data were derived from 1583 subjects from three USAF bases. Using a principal component analysis, results showed a 77-item, 13-factor solution consistent with the Organizational Assessment Package and expectations for the new instrument. Alpha coefficients for the factors ranged from .71 to .96. Construct validity results were encouraging, as theoretical and cross instrument relationships were largely verified. Implications of the results and planned future research are discussed.

Security	Unclassified.
Report Number	LMDC-TR-85-1.
Report Date	March 1985.
Authors	Lt Colonel Lawrence O. Short, Captain James K. Lowe, and Captain Janice M. Hightower.
Distribution	Approved for public release; distribution unlimited.
Key Words	Organization assessment, survey development.

The United States Air Force Organizational Assessment Package

This report provides a comprehensive review of the initial development and standardization of the Organizational Assessment Package (OAP). The initial development of the OAP survey instrument is documented including a discussion of the current OAP factors and their corresponding items. Standardization efforts based upon collected data began in 1981 to assess current properties of the OAP and to identify elements of the survey needing revision. The report reviews the reliability, validity, and factor consistency studies performed in the context of a systematic revision process. Proposed revisions to the OAP survey based upon the analyses performed are mentioned. Finally, the report reviews the data collection process and consultation rendered to Air Force organizations based upon the OAP survey results.

Security	Unclassified.
Report Number	LMDC-TR-85-2.
Report Date	March 1985.
Authors	Lt Colonel Lawrence O. Short.
Distribution	Approved for public release; distribution unlimited.
Key Words	Organization assessment, survey development.

USAF Family Survey: A Revision of the USAF Spouse Survey

To improve its technical and statistical properties and to broaden its usefulness for theoretical, research, and practical applications, the U.S. Air Force Spouse Survey was revised and entitled the USAF Family Survey (AFFS). The report includes a review of the current literature to establish the relative importance of factors in the AFFS vis-a-vis the link between work and family factors in the Air Force and analyses of the survey results in four categories: Frequencies of item responses, tests of the items means between officers and enlisted spouses, correlations between items, and grouping of similar items.

Security	Unclassified.
Report Number	LMDC-TR-85-3.
Report Date	August 1985.
Authors	Major Patricia A. Flannery and Major Mickey R. Dansby.
Distribution	Approved for public release; distribution unlimited.
Key Words	Family issues, survey development.

The Initial Development of a Spouse Attitude Survey

As Air Force leaders and top level managers began realizing the importance of family influences on the military member, the need for a scientific means of studying the attitudes of Air Force spouses was also recognized. The method selected was a survey instrument. In the report the authors discuss the sources and initial selection of survey items, the process taken to reduce the initial number of items from 147 to 120, the initial administration of the test instrument to 266 spouses at Maxwell Air Force Base, and the statistical analyses used as a validity check. They conclude the report with general recommendations for making further improvements of the survey instrument based on the information gathered during its development.

Security	Unclassified.
Report Number	LMDC-TR-85-4.
Report Date	August 1985.
Authors	Major Jon A. Miller and Major Donald F. Martin.
Distribution	Approved for public release; distribution unlimited.
Key Words	Fill in.

Career Intent and Satisfaction with Work Schedule as Related to Perceived Family Attitude

Retention of second term and career enlisted personnel in the USAF is a recurring problem. Using the Organizational Assessment Package (OAP) data base, the relationships and interactions among career intent, satisfaction with work schedule, and the security police, maintenance, and operational functional areas as they relate to perceived family attitudes were examined. The study sample consists of 1,199 enlisted members with more than eight years service, married and not geographically separated from spouse, and not planning to retire from the Air Force. The report provides an explanation of the method of analysis and a discussion of the relationships and interactions found. Conclusion and recommendations are based on the five significant ($p < .05$) results obtained during the analysis.

Security	Unclassified.
Report Number	LMDC-TR-85-5.
Report Date	September 1985.
Authors	Captain James M. Sanders.
Distribution	Cleared for public release; distribution unlimited.
Key words	Family attitude, retention, job satisfaction, work schedule.

A Proposal for the Revision of the U.S. Air Force Spouse Survey

This report presents a proposed revision of the U.S. Air Force Spouse Survey administered by the Leadership and Management Development Center, Maxwell Air Force Base, AL. It includes a review of the literature on the family/work interface in the military, factor analyses on the Spouse Survey, and multi-variate regression models predicting work variables from family variables. The regression models accounted for 12 to 55 percent of the variance using survey results from a data bank of over 4000 military members and their spouses. New variables are suggested for inclusion in the Spouse Survey in an effort to improve its predictive ability.

Security	Unclassified.
Report Number	LMDC-TR-85-6.
Report Date	September 1985.
Author	Major Mickey R. Dansby.
Distribution	Approved for public release; distribution unlimited.
Key Words	Military family, military spouse, attitude survey.

Retention of Middle Level NCOs: Key Factors from the Organizational Assessment Package

This study represents an exploratory venture in an effort to determine the key indicators of career intent of middle level NCOs. Based on regression analysis of the Leadership and Management Development Center's Organizational Assessment Package survey data base, job satisfaction and organizational pride have a significant impact on career intentions of middle level NCOs. The author makes recommendations of additional studies to be performed to analyze causes of retention problems of middle level NCOs.

Security	Unclassified.
Report Number	LMDC-TR-85-7.
Report Date	October 1985.
Author	Major Richard L. Hammer.
Distribution	Approved for public release; distribution unlimited.
Key Words	Retention, job satisfaction, organizational pride.

Perceived Productivity: Interaction Effects of Gender, Personnel Category,
and Satisfaction with Technical Training

High productivity and effective training are essential goals of today's Air Force. This study examines the effect that military personnel category, gender, and satisfaction with technical training have on perceived productivity. It identifies significant differences/relationships between and among the variables studied. The purpose is to better understand the factors that affect productivity and to establish a merger of concepts which will serve management consultants, instructional technologists, and Air Force leaders.

Security	Unclassified.
Report Number	LMDC-TR-85-8.
Report Date	October 1985.
Authors	Major William H. Oakley.
Distribution	Approved for public release; distribution unlimited.
Key Words	Productivity, training.

Family Factors and the Career Intent of Air Force Enlisted Personnel

The impact of spouse attitudes and attributes on the career intent and job related attitudes of Air Force enlisted personnel was assessed using the Air Force's new Family Survey (AFFS) to measure spouse attitudes and the Organizational Assessment Package to assess the Air Force member's career intent and job attitudes. The factor structure of the AFFS confirmed its potential utility for assessing critical family variables. Spouses generally viewed Air Force life as more stressful than civilian life, yet most continued to be supportive of and committed to the Air Force. Prominent sources of stress for these families were disruptions caused by work schedules, TDYs, and military exercises and recalls. Reduced employment opportunities and a reduction in family income attendant upon transfer to a new duty location were also viewed as having a negative impact on the family. It proved possible to predict the career intent and job satisfaction of Air Force members from spouse attitudes and other family variables, most importantly from the compatibility of the marital pair's work schedules, the positiveness of the spouse's view of the Air Force and, for career intent only, the perceived stressfulness of the Air Force member's job and of Air Force life for the family. Implications for Air Force policy are briefly discussed.

Security	Unclassified.
Report Number	LMDC-TR-85-9.
Report Date	December 1985.
Author	Philip M. Lewis, PhD.
Distribution	Approved for public release; distribution unlimited.
Key Words	Spouse attitudes, attributes, job satisfaction.

LMDC/AN Research Publications

<u>Control No. & Date</u>	<u>Author(s)</u>	<u>Title</u>
<u>Technical Reports</u>		
LMDC-TR-81-1 January 1981	Maj Lawrence O. Short, Editor	Air Force Productivity Symposium
LMDC-TR-81-2 July 1981	Maj Lawrence O. Short Lt Col Kenneth L. Hamilton	An Examination of the Reliability of the Organizational Assessment Package (OAP)
LMDC-TR-82-1 August 1982	Capt Janice M. Hightower Maj Lawrence O. Short	Factor Stability of the Organizational Assessment Package
LMDC-TR-82-2 December 1982	Capt Janice M. Hightower	Temporal Stability of the Factors of the Organiza- tional Assessment Package
LMDC-TR-83-1 March 1983	SMS Clifford M. Purington, Jr.	Management's Role for Reducing Employee Stress
LMDC-TR-83-2 July 1983	Lt Col Victor L. Kapinos	Enhanced Management Consulting
LMDC-TR-83-3 August 1983	A1C Michael Mansfield	The Impact of Various Levels of Professional Military Education and Formal Education on Selected Supervisory Dimensions
LMDC-TR-83-4 September 1983	Capt Jeffrey S. Austin et al.	Productivity Measurement: An Analytic Approach
LMDC-TR-83-5 November 1983	Daniel E. Boone	Evaluation of Organization Development Interventions: A Literature Review
LMDC-TR-84-1 January 1984	A1C Michael Mansfield	Air Force Lieutenants: An Analysis of Perceptions Sur- veyed During the Lieuten- ants Professional Develop- ment Program
LMDC-TR-84-2 April 1984	Captain Jeffrey S. Austin et al.	Determinants of Civilian High Grade Turnover

LMDC/AN Research Publications

<u>Control No. & Date</u>	<u>Author(s)</u>	<u>Title</u>
<u>Technical Reports (cont)</u>		
LMDC-TR-84-3 April 1984	Major Lawrence O. Short and Captain Janice M. Hightower	Measuring Air Force Patient Satisfaction: Initial Development of an Attitudi- nal Instrument
LMDC-TR-84-4 May 1984	Dr. Ed Conlon, et al.	A Field Study of Air Force Organization Structures
LMDC-TR-85-1 March 1985	Lt Col Lawrence O. Short, Capt James K. Lowe, and Capt Janice M. Hightower	Air Force Organizational Assessment Survey: Initial Revision and Standardization
LMDC-TR-85-2 March 1985	Lt Col Lawrence O. Short	The United States Air Force Organizational Assessment Package
LMDC-TR-85-3 August 1985	Maj Patricia A. Flannery Maj Mickey R. Dansby	USAF Family Survey: A Revision of the USAF Spouse Survey
LMDC-TR-85-4 August 1985	Maj Jon A. Miller Maj Donald F. Martin	The Initial Development of a Spouse Attitude Survey
LMDC-TR-85-5 September 1985	Capt James M. Sanders	Career Intent and Satis- faction with Work Schedule as Related to Perceived Family Attitude
LMDC-TR-85-6 September 1985	Maj Mickey R. Dansby	A Proposal for the Revision of the U.S. Air Force Spouse Survey
LMDC-TR-85-7 October 1985	Maj Richard L. Hamer	Retention of Middle Level NCOs: Key Factors from the Organizational Assessment Package.
LMDC-TR-85-8 October 1985	Maj William H. Oakley	Perceived Productivity: Interaction Effects of Gender, Personnel Category, and Satisfaction with Technical Training
LMDC-TR-85-9 December 1985	Dr Philip M. Lewis	Family Factors and the Career Intent of Air Force Enlisted Personnel

Working Papers

LMDC-WP-81-1 February 1981	1Lt Jeffrey S. Austin	Preliminary Notes on Instructor Pilot Retention (ATC)
LMDC-WP-81-2 March 1981	SMS John P. May	Chaplaincy Personnel Attitudes: How they Compare to Non-Chaplaincy Personnel
LMDC-WP-81-3 March 1981	1Lt Jeffrey S. Austin Lt Col William A. Schunk	An Assessment of the Tactical Fire Team Concept: The Effect of an Organiza- tional Structure Change
LMDC-WP-81-6 October 1981	Capt Jeffrey S. Austin Maj Benjamin H. Walker	An Organization Effective- ness Assessment of A Single Unit Quality Circle Program
LMDC-WP-82-1 June 1982	SMS John P. May	A Comparison of Job Related Perceptions of Civil Engineer Personnel
LMDC-WP-83-1 January 1983	SMS John P. May	An Examination of the Perceptions of Comptroller Personnel as Measured by the Organizational Assessment Package
LMDC-WP-83-2 June 1983	SMS John P. May	An Examination of the Attitudes of Military Personnel in USAFE as Measured by the Organiza- tional Assessment Package
LMDC-WP-83-3 December 1983	SrA Deborah J. Mitchell	*Subordinate Perceptions of Supervisors by Ethnic Cate- gory
LMDC-WP-84-1 February 1984	1Lt Karl A. Ibsen	A Comparison of Job Related Perceptions of Base Con- tracting Personnel
LMDC-WP-84-2 March 1984	SMS John P. May SrA Deborah J. Mitchell	An Examination of Attitudes of Security Police Personnel With More than 4 Years in the Air Force as Measured by the OAP

* This document cannot be released outside LMDC.

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<u>Control No. & Date</u>	<u>Author(s)</u>	<u>Title</u>
<u>Working Papers</u>		
LMDC-WP-86-1	Dr Paul S. T. Lee	Sampling Planning for the Organizational Assessment Package Survey
<u>Technical Notes</u>		
LMDC-TN-82-1 December 1982	Capt Jeffrey S. Austin	The Effect of Varying Administration Time on Organizational Assessment Package Responses
LMDC-TN-83-1 March 1983	Capt Jeffrey S. Austin	A View of the Impact of the Two-Tier Promotion System

LMDC/AN Adjunct Research Program/Studies

Air Command and Staff College - AY 1980

<u>Author</u>	<u>Title of Student Report</u>
Major Glenn Boren	An Assessment and Comparison of Air Force Job Related Satisfaction by Air Force Personnel Categories (0210-80)
Major Wilson Calvin Major John D. Hall	The Impact of Leadership Style on USAF Career Intention (0960-10)
Major Rodney Chiapusio	The Rated Supplement - Motivator or Millstone? (0400-80)
Major Kenneth Dirnberger	Organizational Assessment: Implications for Air Force Major Air Commands (0570-80)
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Major Jerry Pfeifer	Motivation in the Aircraft Armament Systems Career Field (1930-80)

LMDC/AN Adjunct Research Program/Studies

Air Command and Staff College - AY 1980

<u>Author</u>	<u>Title of Student Report</u>
Major Joseph Phipps	The Comptroller Officer Attitudes: How They Compare to Other Officers (1940-80)
Major Richard R. Ray	Leadership Before Management: A Different Perspective (2015-80)
Major Michael Riely	A Comparison of Job Related Perceptions of Pilots in Different Major Commands (2035-80)
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Major Dan Yochem	Is the Rated Supplement for Navigators the Answer? (2730-80)

Air Command and Staff College - AY 1981

<u>Author</u>	<u>Title of Student Report</u>
Major Curtis H. Emery, II Major Ronald E. Cooper Major Henry Fiumara	Objective Measures of Fighter Pilot Effectiveness (0555-81)
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Major Carl T. Schooley	Development and Analysis of Training Attitude Items for the Organizational Assessment Package (OAP) (2140-81)
Major Edward L. Leonard, Jr.	The Interaction of Specific Marital Factors and Its Satisfaction with the Career Intent of Air Force Members (1515-81)
Major William H. Oakley	Perceived Productivity: Interaction Effects of Sex, Personnel Category, and Satisfaction with Technical Training (1835-81)
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The Attitudes of Aircraft Maintenance Personnel
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Major Terry L. Thompson

Squadron or Equivalent Leadership and Management
Assessment Program: A Leadership and Management
Development Center Squadron or Equivalent
Consultation Service with Limited Assistance
from TDY Consultants (2405-81)

Air Command and Staff College - AY 1982

<u>Author</u>	<u>Title of Student Report</u>
Major Joe M. Banks	Organizational Assessment of a Matrix Organization: A Preliminary Investigation Into the Two Boss System Within System Program Offices (82-0175)
Major Larry W. Black	Changing Patterns of Air Force Families (82-0275)
Major John W. Cook	Productivity: Its Improvement and Measurement (A Literature Review) (82-0575)
Major Robert B. Heath, Jr.	Non-Traditional Organizational Design Concepts (82-1115)
Major Charles R. Henderson	Organizational Differences: Matrix vs Non-Matrix (65XX Personnel) (82-1135)
Major James W. Lyon	OAP Profile Software Handbook (82-1530)
Major Thomas A. Mahr	Manual for the Organizational Assessment Package Survey (82-1560)
Major Charles L. Milhiser, Jr.	Assessment Techniques to Determine Management Potential--A Literary Review and Annotated Bibliography (82-1720)
Major Todd Stewart	Evaluating the Effects of Quality Circles on the Quality of Work Life in Air Force Organizations (82-2350A)/Development of the Quality Circles Automated Information System (82 -2350B)
Major Alan H. Webster	An Assessment of the Construct Validity of the Leadership and Management Development Center's Organizational Assessment Package (82-2640)

Air Command and Staff College - AY 1983

<u>Author</u>	<u>Title of Student Report</u>
Major Ronald A. Ethridge	Robust Estimation of Circular Error Probable for Small Sample (83-0690)
Major William F. Finocchio	The Employment Interview: Can It Be Structured to Obtain the Maximum Job Related Information? (83-0730)
Major Eddie R. Hall	Economic Analysis for LMDC Computer System for Management Research (83-0985)
Major Tilford Harp	*M-14: A Model to Estimate the Wartime Capability of Strategic Airlift (83-1010)
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Major Richard H. Estes	Mission Critical: The Junior Officer--Senior NCO Relationship (84-0795)
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Major Stephen L. Harvon	Psychological Dimensions of Combat Readiness, Leadership, Morale, and Group Cohesion (84-1195)
Major Richard T. Hayes	Effectiveness of Non-traditional Organizational Designs (84-1205)
Major Ralph J. Rosales, Jr.	Determination of Factors Affecting Performance and Productivity in an Engineering/Design Environment (84-2225)

*Not cleared for public release (AFR 190-1)

Air Command and Staff College - AY 1985

<u>Author</u>	<u>Title of Student Report</u>
Major Patricia Flannery	USAF Family Survey (AFFS) Revision (85-0825)
Captain Regina M. Fleissner	Maximizing AF Leadership: Effects of Communications Factors on Women (85-0830)
Major Kenneth L. Williams	Impact of Leadership and Management Development Center (LMDC) Consultants on Retention (85-2870)
<p>- <u>AY 1986</u></p>	
Major Richard A. Aceto	Job Attitudes of USAF Transportation Personnel (86-0010)
Major Patsy C. Adkison	Comparison of Job Attitudes Between Physicians, Nurses, Other Medical Officers, and other Air Force Officers (86-0025)
Major John Adamski	Comparison of Job Attitudes Between USAF Legal Officers and Other Non-rated Officers (86-0015)
Major Margaret K. Baldwin	Work/Family Attitudes of Dual Military Members Couples (86-0175)
Major John C. Bedford	A Comparative Analysis of Job Attitudes of Military Airlift Command Pilots (86-0240)
Major Kenneth R. Brown	A study of Combat Attitudes of MAC Special Operations Personnel Compared to Air Force Personnel (86-0360)
Major Stephen D. Bull, III	Job Attitudes--How SAC Personnel Compare with the Rest of the Air Force (86-0400)
Major Joan R. Burg	Job Attitudes of AFCC Personnel (86-0410)
Major Harry M. Calcutt, Jr.	Combat Attitudes of USAFE Personnel (86-0450)
Major Linwood N. Chayer	A Comparison of Job Attitudes: Air Training Command Personnel versus Other Air Force Personnel (86-0525)

Air Command and Staff College - AY 1986

<u>Author</u>	<u>Title of Student Report</u>
Major Joseph W. Christ	Job Attitudes of USAF Office of Special Investigations Personnel (86-0535)
Major Edward M. Danahy	Job Attitudes of USAF Administrative Personnel (86-0645)
Major Louis E. Davis	Job Attitudes of USAF Enlisted Personnel with Less than Four Years of Service (86-0655)
Major Charles F. Dooley Major Patricia Roman	Job Attitudes of USAF Enlisted Major Personnel and Their Spouses (86-0730) (86-2170)
Major Gloria Hammonds	Job Attitudes of Medical Personnel (86-1040)
Major Thomas D. Haynie	Job Attitude of TAC Maintenance Officers (86-1085)
Major Mark K. Holmes	Potential for Combat Effectiveness of Tactical Air Command Personnel (86-1150)
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Major Leo E. Kringer	Spouse Attitudes and Their Effect on Retention: An Analysis of the USAF Spouse Survey (86-1455)
Major Rickey Lee	Job Attitudes of Tactical Air Command (ATC) Personnel (86-1500)
Major Stephen S. Lerum	Comparative Analysis of Combat Attitudes of Air Force Administrative Personnel (86-1535)
Major Norman D. Long, Jr.	An Analysis of Junior Personnel Enlisted Members Assigned to the Consolidated Base Personnel Office (CBPO) (86-1560)

Air Command and Staff College - AY 1986

<u>Author</u>	<u>Title of Student Report</u>
Major Peter S. Marchewka	Job Attitudes of USAF Pilots and Navigators (86-1610)
Major David L. Mastin	Job Attitudes of Air Force Plant Representative Office (AFPRO) Personnel (86-1625)
Major Janet K. McNelis	Job Attitudes of Air Force Personnel in Europe (86-1720)
Major Joseph C. Menendez	Job Attitudes of Pacific Air Force Personnel (86-1730)
Major Donald H. Morrison	Job Attitudes of USAF Personnel Officers (86-1795)
Major Ronald A. Newton	Job Attitudes of Military Airlift Personnel (86-1860)
Major John M. Pace	Job Analysis of USAF Contracting and Manufacturing Personnel (86-1920)
Major Hugh A. Parker	Job Attitudes of USAF Comptroller Personnel (86-1945)
Major Robert L. Peters	An Investigation of the Combat Attitudes of Air Force Civil Engineers (86-1995)
Major Michael R. Peterson	Job Attitudes of USAF Aircraft Maintenance Personnel (86-2000)
Major Larry G. Radov	Job Attitudes of AFSC Acquisition Project Managers (86-2075)
Major Gary L. Robinson	Career Intentions as a Function of Job Attitudes of USAF Personnel (86-2135)
Major Joanne M. Rodefer	Evaluation of Potential for Combat Effectiveness Model for USAF Personnel (86-2145)
Major William R. Short	Job Attitudes of Logistics Personnel (86-2280)
Major Gregory G. Waeber	Job Attitudes of Air Force Systems Command Personnel (86-2620)
Major James N. Worth	Job Attitudes of TAC Pilots Compared to Other Pilots and Non-Rated Officers (86-2775)
Major James M. Young	Job Attitudes of USAF Chaplains and Chapel Management Personnel (86-2790)
Major Richard M. Zimmerman	Job Attitudes of USAF Security Police Personnel (86-2825)

Air Force Institute of Technology

<u>Author</u>	<u>Title of Student Report</u>
	<u>AY 1981</u>
Captain Robert Smith Captain Robert Moore	What Makes Quality Circles Effective: A Predictive Model.
1Lt Leonard H. Chalk Mr. Farrell Neilsen	Relationship of Job/Task Variables to Job Satisfaction, Organizational Climate, and Perceived Productivity.
Mr Ransom A. Dotson 1Lt Howard T. Davis, Jr.	Leadership Factors Related to Organizational Climate, Job Satisfaction, and Perceived Productivity.
Captain James Bushnan	Identification of an Optimal Computer Program Layout for Analyzing the OAP (A Modular Assessment Instrument).
Captain John Fiorino	A Longitudinal Field Study to Investigate the Effectiveness of Survey Feedback in Improving Attitudes and Productivity.
Captain Steele Coddington	Social Desirability and Survey Responses.
Captain Joseph Horne	Demographic Analysis of OAP Trend Data.
1Lt Robert Barton	Comparison of Job Satisfaction Among Civil Engineering Company Grade Officers.
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Captain Steven D. Walker	An Evaluation of an Attitudinal Model to Measure the Potential for Combat Effectiveness of U.S. Air Force Organizations
	<u>AY 1983</u>
Captain Charlotte L. Rea	An Analysis of Subordinates' Perceptions of the Effectiveness of Female Supervisors in the Air Force
	<u>AY 1985</u>
Captain Richard J. Williams	Comparison of the Job Satisfaction of Aircraft and Munitions Maintenance Officers in Centralized and Decentralized Maintenance Organizations

Air Force Office of Scientific Research

Dr. Edward J. Conlon Investigations of Behavioral Consultation in the Air Force, 26 Aug 80, Contract Number F49620-79-C-0038

Dr. Thomas A. Petrie The Relationship of the Three Component Model of Leadership to the Development of Action Plans and Levels of Leadership, 15 Sep 80, Contract Number F49620-79-C-0038

Dr. Chris W. Eskridge The Impact of Background Characteristics on OAP Scores: Developing Baseline Data, 14 Aug 81, Contract Number F49620-81-C-0038

Dr. Hubert S. Feild Using Hard Criteria to Evaluate Leadership and Management Development Center Consultations, 20 Aug 82, Contract Number F49620-82-0035

Dr. Samuel B. Green An Evaluation of the Measurement System Used by the Leadership and Management Development Center for the Assessment of Its Consulting Efforts, 12 Sep 83, Contract Number F49620-82-0035

Dr. Enoch C. Temple Building a Multiple Regression Equation When Many Variables Are Available, 8 Aug 83, Contract Number F49620-82-0035

Jan L. Brooks The USAF Organizational Assessment Package: Four Critical Decisions, 21 Sep 84, Contract Number F49620-82-C-0035

Dr. L. W. Buckalew USAF Spouse Survey: Theoretical Model, Critique, and Revision, 6 Aug 84, Contract Number F49620-82-0035

Dr. Samuel B. Green Development and Evaluation of Scales for the Organizational Assessment Package with Work Groups as the Unit of Analysis, 15 Dec 84, RISE Grant.

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Dr. Charles L. Lardent, Jr. Psychological Correlates of Physiological Indicators of Stress Related Disorders: A Search for Structure and Relatedness, 10 Aug 84, Contract Number F 49620-82-C-0035

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Peggy J. Vaughn Expanded Content Domains for the Air Force Spouse Survey, 6 Aug 84, Contract Number F49620-82-0035

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Dr. Robert E. Niebuhr A Study of the Relationship Between Leadership and Job Satisfaction/Career Commitment Among Air Force Personnel, 22 Aug 85, Contract No. F49620-85-C-0013

Jan L. Brooks The Theory and Measurement of the Potential for Combat Effectiveness, 30 Sep 85, contract No. F49620-85-C-0013

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Dorothy A. Winther Confirmatory Factor Analysis of the Antecedents of Military Commitment, 23 Aug 85, Contract No. F49620-85-C-0013

TIG Brief Articles

<u>Title</u>	<u>Author(s)</u>	<u>Publication Date</u>
Supervisors: Can You Really Affect Productivity, Morale Or Career Intent?	Col Winstead	4 April 1980
Is Supervisory Feedback Important?	Major Wilkerson Captain Short SMS Vermilya MSgt Christ	18 April 1980
Not Another Meeting!	SMS Vermilya Captain Short	16 May 1980
Leadership: "They" Is Us	Captain Short CMS Branham	13 June 1980
Job Enrichment: Getting Your People Involved to Improve the Job	Lt Col DePhilippis Major Krump	25 July 1980
Winning Through Teamwork	Lt Col Weiss	12 September 1980
No Time for Training	CMS Vermilya Lt Col Wilkerson	17 October 1980
How to Get the Most Out of Your Budget	Major Ward	28 November 1980
Developing Tomorrow's Leaders: The Forgotten Part of Leadership?	Col Winstead	13 February 1981
Co-Worker Standards: Some New Findings	Major Short Lt Col Hamilton	13 February 1981
OJT: Is Your Program Effective?	CMS Stern Lt Col DePhilippis	24 April 1981
Ca. of Worms Leadership	Lt Col Wilkerson CMS Branham	8 May 1981
Followership: The Other Side of the Street	Major Short	22 May 1981
Air Force Members and Their Families	Lt Col Hamilton	31 July 1981
Supervisory Recognition: A Key to Productivity	Lt Col Schunk CMS Vermilya	23 October 1981

TIG Brief Articles (cont)

<u>Title</u>	<u>Author(s)</u>	<u>Publication Date</u>
Supervisor's Role in On-The-Job Training	Col Culton Capt Mitchell	18 December 1981
Nine to Five	Capt Austin	30 April 1982
Successful Organizations Use Goals	Major Johnson	7 March 1983
Stress and the Working Environment	SMS Purington	4 April 1983

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- Conlon, E. J., & Short, L. O. (1984). Survey feedback is a large-scale change device: An empirical examination. Group and Organization Studies, 9 (3), 399-416.
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