

MASTER OF SCIENCE IN MANAGEMENT

SKIPPING A GENERATION OF WEAPONS SYSTEM TECHNOLOGY: THE IMPACT ON THE DEPARTMENT OF DEFENSE AND THE DEFENSE INDUSTRIAL BASE

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During the 2000 presidential race, then Texas Governor George W. Bush advocated transforming and reforming how the Department of Defense (DoD) acquires new weapon systems. He promised a “revolution” that would “skip a generation of technology,” in order to “move on to futuristic weapons without necessarily buying all those in development.” This thesis examines President Bush’s proposal and analyzes the potential impact on DoD and the defense industry. Ultimately, the research revealed that there are ways to improve the acquisition process and protect the defense industry. The primary conclusion of the research is that it is feasible to skip current weapon systems in development, in order to begin research and development of the next-generation weapon systems. However, DoD will be impacted through higher operations and sustainment (O&S) costs to sustain existing weapon systems if weapon systems currently in development are skipped. The acquisition professionals who participated in this study believe these O&S costs could increase up to 10% per year for anywhere from five to 20 years depending on the type of system. This thesis makes additional recommendations on areas of further research.

KEYWORDS: Skipping a Generation of Technology, Department of Defense (DoD) Acquisition Process, Acquisition Reform, Technology Development, Defense Industry

ANALYSIS OF CURRENT DEPARTMENT OF DEFENSE RISK MANAGEMENT PRACTICES IN WEAPON SYSTEM ACQUISITION: A CASE STUDY OF THE ADVANCED AMPHIBIOUS ASSAULT VEHICLE (AAAV) PDRR AND SDD RISK MANAGEMENT PRACTICES

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This thesis discusses risk in Department of Defense (DoD) weapon systems acquisition. The Marine Corps’ Advanced Amphibious Assault Vehicle (AAAV) is used as a case study in risk management strategy and techniques.

The AAAV will provide the Marine Corps with a fast deploying, over-the-horizon, waterborne insertion capability. The AAAV’s improvements over the currently fielded Amphibious Assault Vehicle (AAV) will provide Marines with a highly survivable and lethal weapon system ashore.

Risk is the possibility of damage, injury or loss. The severity of a risk is determined by a combination of both the probability of an unfavorable event occurring and the severity of the event’s occurrence.

Risks are present in virtually all DoD developmental programs. Programs suffer from risks in technical challenges, unstable system requirements, missing schedule milestones, unpredictable funding, and cost overruns.

The DoD currently uses techniques to mitigate risks inherent in advanced system development. This thesis analyzes the AAAV’s Program Definition and Risk Reduction (PDRR) acquisition phase risk management strategy. The thesis concludes by drawing from the lessons learned in the AAAV program

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during PDRR and analyzing the application of the lessons learned during the AAV's current acquisition phase, System Development and Demonstration (SDD).

KEYWORDS: Advanced Amphibious Assault Vehicle (AAAV), Department of Defense (DoD) Acquisition, Risk, Risk Management

ACTIVITY-BASED COSTING ANALYSIS OF THE SUBSTANCE ABUSE COUNSELING CENTER, MARINE CORPS BASE HAWAII

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Activity-Based Costing (ABC) has been widely adopted by the Marine Corps to organize cost management information. The primary focus of ABC is to provide accurate information on the cost of providing a good or service. This thesis presents the application of the ABC methodology to the operations of the Substance Abuse Counseling Center (SACC) aboard Marine Corps Base Hawaii (MCBH). Activities have been examined for a three-year period from fiscal years 2000-2002. The ABC analysis identifies average total resource consumption over the three-year period of \$747,099. Detailed information is provided for determining the cost to counsel a Marine, which is \$85.84 for a clinical evaluation, \$60.57 to provide substance abuse prevention, and \$495.35 for a professional consultation. Additional information is provided on SACC value-added and non-value-added activities and how these activities ranked in terms of resource consumption. Finally, the core competencies of the SACC are discussed and a comparison of counseling costs to outside vendors was used to determine if outsourcing of certain SACC processes or activities is an option.

KEYWORDS: Activity-Based Costing, Substance Abuse Counseling Center, Core Competencies, Value-added, Non-value Added

THE MILITARY HOUSING PRIVATIZATION INITIATIVE AND THE DEFENSE DEPARTMENT'S MILITARY FAMILY HOUSING REVITALIZATION PLAN

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Throughout our nation's history, the armed forces struggled to provide an adequate quantity and quality of living quarters for service members and their families because competing budget priorities continually overshadowed the need for more and better housing. The trend worsened during the 1990s, with traditional on-base housing stocks deteriorating due to insufficient maintenance funding, inadequate new construction funding, and meager housing allowance increases. Supporting the continued and growing emphasis on the welfare of service families, Congress authorized the Military Housing Privatization Initiative (MHPI) in 1996 to take advantage of outsourcing opportunities and to quickly alleviate the housing problem. This thesis compares MHPI to the other two traditional family housing programs (MILCON and BAH) and analyzes many specific MHPI strengths and weaknesses.

The research concludes that MHPI is a valuable and flexible tool for bridging the perpetual gap between the MILCON program (limited by congressional appropriations) and the housing allowance program (limited by local real estate markets). Since many long-term uncertainties exist regarding the DoD's future housing needs and the resulting effect of the BAH rate increase initiative, this thesis recommends that MHPI be used only when MILCON and BAH cannot meet housing needs. Additionally, it recommends that DoD not count on projected MHPI cost savings, which are unlikely to materialize; and that DoD use MHPI projects as an opportunity to increase utility conservation responsibilities for service families.

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KEYWORDS: Military Family Housing, Military Housing Privatization Initiative, Military Construction, MILCON, Privatization, Budget Scoring, Basic Allowance for Housing, BAH

IMPLEMENTING A FAST-PICK AREA AT DEFENSE DISTRIBUTION CENTER SAN JOAQUIN (DDJC)

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In a warehouse, a fast-pick area is a region containing many items that can be retrieved quickly and inexpensively to fulfill customer orders. The Defense Distribution Center San Joaquin (DDJC) implements a similar strategy on a wider scale by designating one of many warehouses as a "fast-pick-area." A plan is developed to optimally slot the fast pick area at DDJC using a computer model that captures the tradeoffs of storage space versus cost of replenishment from bulk storage. Results suggest that defense distribution centers should consider implementing a fast-pick area as a means of reducing operating costs.

KEYWORDS: Defense Distribution Depot, Defense Logistics Agency, Warehousing, Fast-pick, DDJC, DLA

ESTABLISHING THE ROLE, FUNCTIONS, AND IMPORTANCE OF PROGRAM MANAGERS AND PROGRAM MANAGEMENT TEAMS IN THE AFP MODERNIZATION PROGRAM ACQUISITION PROCESS: A COMPARATIVE ANALYSIS WITH U.S. DOD SYSTEM

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This research describes the acquisition process of the Armed Forces of the Philippines (AFP) Modernization Program, particularly the role, functions, and importance of Program Managers (PM) and Program Management Teams (PMT) in the overall process. The Modernization Program, including acquisition processes for new systems, is a new experience for the AFP. Apparently, the organization intends to optimize the acquisition process for new systems by ensuring an effective and accountable organizational structure that would sustain AFP modernization efforts and capabilities.

Presently, PMs and PMTs are temporary in the organizational structure and have no concretely delineated role in the acquisition process. Their function and responsibilities are limited to the AFP Major Service requirement generation process.

Likewise, this research will introduce the U.S. DoD acquisition system and illustrate the DoD PMs' and IPTs' roles and functions in defense programs. The paper will show the importance of the PM and IPTs to the overall life cycle of any system. By comparative analysis, the research will reveal limitations in the AFP approach. The U.S. Acquisition model, relative to PMs and PMTs, will be useful for improving the AFP process. After all, the U.S. has proven itself relatively successful in acquisition projects.

KEYWORDS: Program Managers (PM), Program Management Teams (PMT), IPT

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AN ANALYSIS OF THE TAIL-TO-TOOTH RATIO AS A MEASURE OF OPERATIONAL READINESS AND MILITARY EXPENDITURE EFFICIENCY

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The Tail-to-Tooth Ratio (TTR) expresses the relationship between the resources or forces employed to perform core missions and the resources or infrastructure used to manage and support those forces. Several methods are used in DoD to measure the TTR, all of which attempt to establish an unambiguous boundary between “tail” and “tooth.” Specific cases and examples confirm that such a clear-cut limit does not exist. On the contrary, the definitions of “tail” and “tooth” change with the specific situation, the environment, and the timing of the measurement.

The lack of a clear boundary suggests that the relationship between “tail” and “tooth” should not continue to be expressed as a ratio or a mathematical relationship between two numbers, but as a continuum. The “Tail-to-Tooth Continuum” can be represented in more than one dimension in relation to the number of variables used to characterize the position of a specific activity on the continuum.

This new approach focuses on outputs and outcomes and could prevent the unnecessary labeling of costs, allowing management to concentrate on increasing efficiency and reducing the total costs of attaining DoD’s desired outcomes.

KEYWORDS: Tail-to-Tooth Ratio, DoD Force Structure, DoD Infrastructure, Tail-to-Tooth Continuum, DoD Tail, DoD Tooth

AN ANALYSIS OF THE EFFECT THE ENLISTED GRADE STRUCTURE REVIEW HAS UPON FIRST TERM ALIGNMENT PLAN RETENTION REQUIREMENTS

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This analysis was conducted to determine whether the Enlisted Grade Structure Review (EGSR) has a significant effect on First-Term Alignment Plan (FTAP) retention requirements. It provides a background of first-term retention in the all-volunteer force by examining, not only the retention behavior of the United States military, but also the retention of Canadian and Australian military forces. Furthermore, it investigates elements of the Enlisted Career Force Controls Program. It provides an explanation of the pre- and post-EGSR skill grade flow rates and pay grade structure data used in the research. The current Marine Corps enlisted grade structure is compared to the proposed enlisted grade structure from the August 27, 2002 Officer and Enlisted Grade Structure Review to determine whether the EGSR affected FTAP retention requirements. The research found that the EGSR had a positive effect on FTAP. The EGSR changed many military occupational specialties to a logical pyramidal shape, facilitating promotion opportunities. Marines will more likely remain on active duty when promotion opportunities are visible. Restructuring the enlisted billets into a pyramidal shape will support the Marine Corps’ operating forces. Marine Corps operational readiness is increased when the number of Marines in the lower pay grades are available in sufficient numbers to support the next immediate pay grade. The research shows that a pyramidal shaped MOS structure naturally retains the required numbers to support the Marine Corps. Only retention-critical MOSs must still be supported by an SRB to ensure Marines are not drawn away from the Marine Corps by more lucrative offers in the civilian sector.

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KEYWORDS: Manpower, Selected Reenlistment Bonus, First-Term Alignment Plan (FTAP), Retention, Enlisted Grade Structure Review, USMC Manpower Management

AN ANALYSIS OF PEACETIME MEDICAL WORKLOAD AND STAFFING: SHOULD MEDICAL READINESS BE VIEWED THROUGH A PEACETIME LENS?

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There is concern that the current approach to the peacetime medical mission of Navy Medicine does not adequately address the need to provide its personnel with the skill sets necessary for the surgically intensive environment associated with the wartime mission. Navy Medicine has shifted its focus on the delivery of health care over the last decade from treatment and intervention to prevention, health promotion, and population health initiatives. This focus makes good business and clinical sense from the managed care and population health perspective. This thesis examined Navy Medicine's inpatient and outpatient surgical workload and military staffing to determine the level of support it provides for the readiness mission. A trend analysis was performed using workload data from the Medical Expense and Performance Reporting System between fiscal year 1999 and 2002. This analysis shows that there has been an overall decrease in the amount of inpatient surgical workload for all surgical specialties. However, not all surgical specialties have observed an increase in outpatient workload over this same time period. Additionally, an examination and trending of end strength data for the Medical Corps and Nurse Corps using primary subspecialty codes was performed for fiscal years 1990 through 2002. The results indicated that while there have been few changes in overall end strength over the last decade, changes in specialties have occurred consistent with an emphasis on a medical model that focuses on outpatient primary care. The evidence suggests an emerging gap between the dual missions of Navy Medicine that warrants further investigation as to its potential impact on medical readiness.

KEYWORDS: Medical Readiness, Peacetime Workload, Wartime Workload, Workload, Medical Manpower, Manpower, Total Health Care Support Readiness Requirements, THCSRR, Navy Medicine, Medical Expense and Performance Reporting System, MEPRS, End Strength, Nurse Corps, Medical Corps, Transformation

OPTIMIZING WAREHOUSE LOGISTICS OPERATIONS THROUGH SITE SELECTION MODELS: ISTANBUL, TURKEY

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This thesis makes a cost benefit analysis of relocating the outdated and earthquake damaged supply distribution center of the Turkish Navy. Given the dynamic environment surrounding military operations, logistic sustainability requirements, rapid information technology developments, and the budget-constrained Turkish DoD acquisition environment, the site selection of a supply distribution center is critical to the future operations and logistics supporting the Turkish Navy. Additionally, this thesis analyzes site selection alternatives through the use of three modeling techniques: the Center of Gravity Method, the Electre Method, and the Logical Decisions for Windows methodology. The results of the analysis indicate that the most advantageous location for the naval supply center is in the port city of Pendik.

KEYWORDS: Warehouse, Logistics Center Location, Facility Location, Facility Location Models, Site Selection, Electre, Center of Gravity Method

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AN ANALYSIS OF OFFICER ACCESSION PROGRAMS AND THE CAREER DEVELOPMENT OF U.S. MARINE CORPS OFFICERS

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The purpose of this thesis is to identify and evaluate factors that affect career development of U.S. Marine Corps officers. The analysis includes evaluation of fitness reports, performance at The Basic School (TBS), retention, and promotion to O-4 and O-5 ranks. The primary goal is to explain the effect of officer commissioning programs on officers' careers.

The personnel database used for the analysis includes more than 28,000 Marines who entered between FY 1980 and 1999. The performance models assume that commissioning programs that provide longer and more intensive pre-commissioning acculturation, or that credit enlisted service experience, will be associated with better performance. Performance models are specified and estimated for TBS class rank, retention to 10 years of service, promotion to O-4 and O-5, and for a Performance Index (PI) derived from fitness report marks.

The findings indicate that commissioning source is an important determinant of officer performance. The results suggest that USNA graduates have better fitness reports at all grades between O-1 and O-4. However, officers from most of the other commissioning programs have higher O-4 promotion rates. On the other hand, officers from the three enlisted commissioning programs have significantly better TBS performance and 10-year retention rates. Bivariate probit model with sample selection finds that prior enlisted officers from all commissioning programs have lower O-5 promotion rates. MECEP and ECP increase O-5 promotion rates but do not completely eliminate the negative effect of being prior enlisted. The results also find that TBS class rank is a significant predictor of a Marine's future performance. Finally, the effect of sample selection in the stay-leave decision tends to bias downward the effect of commissioning source in the PI and promotion models. The results find that officers who leave are negatively correlated with average PI, O-4 and O-5 promotion probabilities.

KEYWORDS: Marine Corps, Officer Career, Performance Index, Fitness Report, Performance Evaluation System, Officer Accession Programs, The Basic School, Retention, Promotion

AN ANALYSIS OF THE NURSE INTERNSHIP PROGRAM AT NAVAL MEDICAL CENTER SAN DIEGO

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This thesis examines the implementation elements of the Nurse Internship Program (NIP) at Naval Medical Center San Diego. The NIP provides nurses with little or no nursing experience an opportunity to participate in professional development as United States Navy Nurse Corps officers. The resolution to implement an NIP requires resource allocation decisions and commitment from top leaders in the organization. A review of adult learning and teaching methods is presented as a foundation for the NIP. It emphasizes the Dreyfus skill acquisition model, adapted to the nursing profession by Benner, that depicts the "novice to expert" continuum. Next, an overview of a nursing orientation framework as found in civilian and military healthcare organizations focuses on the program implementation. A discussion of resource allocations made by organizations for an NIP or a nursing orientation program is then presented. Historical accessions data are examined to demonstrate the trend in new nurse appointments to the Navy. The NIP offers potential benefits to the organization and the nurse interns. Planning, evaluation, and leadership support are important drivers in the NIP framework. Recommendations are presented for further study based on the foundational aspects of this study.

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KEYWORDS: Nurse Internship Program, Orientation, Accessions, Adult Learning Theory, Teaching Methods, Preceptor

THE EFFECTS OF MILITARY ASSIGNMENTS AND DUTIES ON THE MARITAL STATUS OF NAVY OFFICERS

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This study seeks to determine if military duties and assignments affect the marriage and divorce decisions of United States Navy officers. Previous studies suggest that a stable marriage can have a positive influence on a military member's performance. However, no previous research has looked specifically at how duties and assignments may affect the marital status of Navy officers. This thesis presents an overview of duty types in the Navy and various factors that are believed to affect the marriage and divorce decisions of Navy officers. Based on the literature review, five hypotheses are generated and tested by estimating 32 logit models. The results show that military duties and assignments, gender, and commissioning sources significantly affect the likelihood and timing of marriage and divorce decisions of Navy officers. The results provide important information that can be used by policymakers to help reduce the adverse effects of duties and assignments on Navy marriages. The study also looks at the relationship between marriage and divorce and the member's decision to leave the Navy. It is recommended that further research be conducted regarding the effects of duties and assignments on divorce for enlisted personnel and members of other U.S. armed forces.

KEYWORDS: Marriage and Divorce Decisions, Retention, Promotion, Marital Status, Military Duties and Assignments, Gender, Commissioning Sources, Attrition

STUDY OF THE JUNIOR RESERVE OFFICERS TRAINING CORPS: SHOULD THE SERVICES' FOUR CURRICULA BE MERGED?

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This thesis was completed as part of a comprehensive study of the Junior Reserve Officers Training Corps (JROTC), sponsored by the Office of the Assistant Secretary of Defense (ASD) for Personnel and Readiness Force Management Policy. This research evaluates the possibility of establishing a joint or core curriculum from the JROTC four service curricula. A *joint curriculum* is a single curriculum used by all the services' JROTC programs, and in which all the lessons are identical, regardless of branch of service. A *core curriculum* varies across the services' programs, but contains a core area of instruction where the same content areas are taught to all cadets, regardless of branch of service. The thesis describes areas of the services' JROTC curricula that are similar and those that are different. Stakeholder opinions on the topic are also addressed. Analyses of the curricula show that the creation of a joint curriculum is not feasible. However, the services are covering a lot of common ground in their programs, and for a core curriculum to be considered, a joint review of why this common ground differs across the services must be accomplished. Service-specific content in these common areas must be evaluated in order to validate or annul their presence.

KEYWORDS: Junior Reserve Officers Training Corps, JROTC, Curriculum, Curricula, Cadet Training, MCJROTC, NJROTC, AFJROTC, AJROTC

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AN ORGANIZATIONAL ANALYSIS OF MARINE CORPS RECRUIT DEPOT, SAN DIEGO

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This thesis is a descriptive organizational analysis of Marine Corps Recruit Depot San Diego (MCRDSD). The study describes MCRDSD in terms of its direction, tasks, people, structure, processes, culture, outputs, and outcomes using systems analysis and Mintzberg's configuration theory. Based on document reviews, model comparisons, semi-structured interviews, e-mail, and phone conversations with approximately 30 Depot personnel, MCRDSD fulfills its basic mission but is not aligned for optimum performance. The following conclusions pertain: the current organizational structure of MCRDSD may not be optimized towards overall performance; cognizance over the POI resides at too high a level, is too rigid, and implementing change too difficult; and the Depot priority of making Marines is too often subordinated to the public relations effort. Recommendations are offered to assist Depot leadership in making systematic change to improve the efficiency and effectiveness of the Depot. With changes in organizational structure, reprioritization of tasks, and adoption of oversight over the POI, MCRDSD can enhance its command climate, the efficiency of the recruit training process, and the quality of basic trained Marines produced.

KEYWORDS: Systems Analysis, Organizational Analysis, Training, Recruit Training

AN ORGANIZATIONAL AND EFFECTIVENESS ANALYSIS OF ENLISTED CNO PRIORITY MANNING

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This thesis examines the organization and effectiveness of CNO priority 1 and 2 manning by conducting a comparison analysis on priority manning and non-priority manning for the AE and AW enlisted ratings from June 2001 to June 2002. Priority manning was introduced in the Navy to ensure activities whose missions are essential to national interest are properly manned even when personnel shortages exist. Little formal analysis of priority manning has been conducted in the past and this research provides an overview of the steps in the process and the effects that priority manning has on the Navy's distribution system. The results of this research conclude that there is a need to improve the CNO priority manning process. Transition of process management occurred during this study to Pers-452/Allocation and Statistics Branch of the Navy Personnel Command. This thesis will provide an explanation of the process and recommendations to assist the new managers in implementing and monitoring the process more effectively.

KEYWORDS: Priority Manning, Manpower Policy, Distribution Process, Detailing, Enlisted Personnel, Placement, Allocation, Assignment

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THE EFFECTS OF U.S. MARINE CORPS GRADUATE EDUCATION PROGRAMS ON OFFICER PERFORMANCE: A COMPARATIVE ANALYSIS OF PROFESSIONAL MILITARY EDUCATION AND GRADUATE EDUCATION

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This thesis compares the effects of Marine Corps graduate education programs, categorized as either PME or non-PME, on officer performance. The intent of the thesis is to provide empirical evidence to support or refute Marine Corps cultural perceptions that PME offers greater performance benefit than non-PME graduate education. Central to the comparative analysis is the use of a performance index (PI), derived from the current Marine Corps fitness report, as the metric for performance. The analysis methodology advances prior studies by averaging performance indices before and after the attendance of a graduate school program. By including personnel data from the Marine Corps Total Force Data Warehouse, the construction of analytical models to assess the marginal effect of graduate education with respect to demographic, affective, and cognitive traits was accomplished. Analysis techniques, such as Analysis of Variance (ANOVA) and multivariate regression (Ordinary Least Squares), are used to determine the performance effects of either category of graduate education. Results of the analysis suggest that officer performance is increased through PME graduate education immediately after attendance completion, compared to non-PME graduate education or not attending any advanced education program. However, limitations in the performance data collected did not allow for analysis of the effects of either category of graduate education beyond the immediately preceding duty assignments for officers.

KEYWORDS: Marine Corps Education Programs, PME, Graduate Level Education, Marine Corps Officer Education, Marine Corps Officer Performance, Special Education Program, SEP

FACTORS AFFECTING ORGANIZATIONAL PERFORMANCE NAVY RECRUITING DISTRICT SAN DIEGO FY1997-2000: A SYSTEMS ANALYSIS

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This thesis is a descriptive, comparative, organizational analysis of Navy Recruiting District (NRD), San Diego during two time periods: Fiscal years 1997-1998 and 1999-2000. The purpose of this study was to determine those factors affecting organizational performance in the primary area of Enlisted Recruiting production of the District in both time periods using a systems analysis. Based on model comparisons, document reviews, interviews, and personal communications with the leaders, supervisors, and recruiters of NRD San Diego, analysis indicates that the District of FY97-98 was ill-equipped in strategy, resources, and processes to perform effectively in a more demanding environment. The heightened goal requirements and increased number of recruiting personnel placed on all recruiting districts between 1997 and 1998 exposed NRD San Diego's system weaknesses, resulting in lower indicators of successful performance. The FY99-00 District appeared to handle change better, including higher indicators of successful performance such as process improvements, energetic leadership, flattened communication and work flow structures, and a well-defined direction. The District's enlisted production performance improved from 1997 to 2000.

KEYWORDS: Recruiting, Accessions, End-strength, Systems, New-contract Objective, Leadership, Technology, Tasks, Culture

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THE MARINE CORPS ENLISTED ASSIGNMENT PROCESS: THE CUSTOMER'S PERSPECTIVE

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The assignment process affects Marines within the operating forces several times during their careers, and at times, it affects their decisions to continue service in the Marine Corps or to leave. Additionally, this process affects career development, quality of life, and ultimately, their lives.

The assignment process is a sub-process within the Marine Corps Human Resources Development Process, which is studied to determine its functionality, effectiveness, and perception from Marines within the Marine Corps operating forces.

Are Marines in the operational forces satisfied with the current process? If they are content with the current process, then the Marine Corps may not have to change the current process. The cost of making changes, i.e., implementing a web-based intelligent agent assignment system within the assignment process, may not meet the Marine Corps' return on investment. This point is supported by the observation that most monitors are satisfied with the current process, and that the Marine Corps has been achieving its retention goals. If not, the Marine Corps may increase quality of life by introducing new assignment processes or systems. These changes could also increase enlisted Marines' retention rates, and ultimately, personnel readiness.

KEYWORDS: Marine Corps, Assignment, Manpower, Retention, Quality of Life, Personnel, Requirements, Distribution

FUTURE DIRECTIONS IN LEADERSHIP-IMPLICATIONS FOR THE SELECTION AND DEVELOPMENT OF SENIOR LEADERS

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This thesis examines contemporary ideas on leadership, with special emphasis on how these concepts affect the development and selection of senior leaders. Leadership is a complex discipline and is described and analyzed through different leadership theories and models. Ongoing leadership research is promoting more integrative leadership constructs. Common features of effective leadership are present in the different models, as well as common characteristics of effective leaders. Organizations must have a single, clearly defined leadership model, closely coordinated with its selection and development strategies. The leadership model must be relevant and meaningful for the people in the organization and must be consistent with the organizational culture. The leadership model should underpin selection and development activities. This applies in the Australian Defence Force (ADF) and other organizations. Developing leaders within the organization is more effective than recruiting leaders externally. The concept of a leadership pipeline is examined. To select the best people for future leadership roles, succession management and talent management systems should be established. Leadership development strategies include education, training, job experiences, action-learning projects, and mentoring and coaching. The ADF and other organizations should use an integrated leadership development framework, incorporating the different learning strategies, to develop future leaders.

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KEYWORDS: Leadership, Leadership Theory, Organizational Leadership Models, Leader Selection, Succession Planning, Talent Management, Individual Performance and Potential, Leadership Development Strategies, Education and Training, Job Experience, Action-learning Projects, Mentoring, Coaching

**A QUALITATIVE EXAMINATION OF THE ADMINISTRATIVE PROCESS OF FLEET
ENLISTED PERSONNEL IN VARIOUS MEDICAL CATEGORIES**

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The purpose of this research is to examine the medical management process of placing and monitoring active duty fleet enlisted personnel in a temporary medical duty status and its impact on fleet readiness. Due to the variety of medical categories, this research focuses primarily on personnel placed in Temporary Limited Duty and Medical Hold. Personnel in medical status “limbo” decrease readiness and cost the Navy millions of personnel dollars each year. The study highlights improvements in communication, education, and training at all levels of the organization, based on observations from the fleet and medical communities. This research is intended to provide stakeholders with a matrix for decision-making and provide guidance on the various temporary medical status categories. This thesis recommends design changes to the current Temporary Limited Duty Process.

KEYWORDS: Temporary Limited Duty, TLD, Limited Duty, LIMDU, Medical Hold, MedHold, Medical Readiness, Readiness, Redesign, Transients, IA, TPPH, End Strength

