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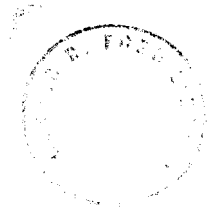
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T A B L E O F C O N T E N T S

A - Public Law 93-155

B - Defense Manpower Commission Discussion Paper

C - Biographies (Commissioners)



reduced consistent with the overall reduction in manpower provided for in title III of this Act. Such reduction shall be apportioned among the Army, the Navy, the Marine Corps, and the Air Force in such manner as the Secretary of Defense shall prescribe.

TITLE VI—ANTI-BALLISTIC MISSILE PROGRAM— LIMITATIONS ON DEPLOYMENT

Grand Forks
AFB, continu-
ation.
Whiteman,
Warren and
Malmstrom
AFB, dismant-
ling and can-
cellation.

Sec. 601. None of the funds authorized by this or any other Act may be obligated or expended for the purpose of continuing or initiating deployment of an anti-ballistic-missile system at any site except Grand Forks Air Force Base, Grand Forks, North Dakota. Nothing in this section shall be construed as a limitation on the obligation or expenditure of funds in connection with the dismantling of anti-ballistic missile system sites or the cancellation of work at Whiteman Air Force Base, Knob Noster, Missouri, Francis E. Warren Air Force Base, Cheyenne, Wyoming, and Malmstrom Air Force Base, Great Falls, Montana.

TITLE VII—STUDY COMMISSION

DEFENSE MANPOWER COMMISSION

Establishment.

Sec. 701. (a) There is hereby established a commission to be known as the Defense Manpower Commission (hereinafter in this title referred to as the "Commission").

Membership.

(b) The Commission shall be composed of seven members appointed as follows:

- (1) One member to be appointed by the majority leader of the Senate;
- (2) One member to be appointed by the minority leader of the Senate;
- (3) One member to be appointed by the majority leader of the House of Representatives;
- (4) One member to be appointed by the minority leader of the House of Representatives; and
- (5) Three members to be appointed by the President.

Restriction.

No person may be appointed to the Commission who is a civilian officer or employee of the Federal Government; and no person may be appointed who is serving on active duty with the Armed Forces of the United States.

(c) The Commission shall elect a Chairman and Vice Chairman from among its members.

(d) Four members of the Commission shall constitute a quorum. Any vacancy in the Commission shall not affect its powers, but shall be filled in the same manner in which the original appointment was made.

DUTIES OF THE COMMISSION

Manpower
requirements,
study and
investigation.

Sec. 702. It shall be the duty of the Commission to conduct a comprehensive study and investigation of the overall manpower requirements of the Department of Defense on both a short-term and long-term basis with a view to determining what the manpower requirements are currently and will likely be over the next ten years, and how manpower can be more effectively utilized in the Department of Defense. In carrying out such study and investigation the Commission shall give special consideration to—

- (1) the effectiveness with which civilian and active duty personnel are utilized, particularly in headquarters staffing and in the number of support forces in relation to combat forces;

(2) whether the pay structure, including fringe benefits, is adequate and equitable at all levels;

(3) the distribution of grades within each armed force and the requirements for advancement in grade;

(4) the cost-effectiveness and manpower utilization of the United States Armed Forces as compared with the armed forces of other countries;

(5) whether the military retirement system is consistent with overall Department of Defense requirements and is comparable to civilian retirement plans;

(6) the methods and techniques used to attract and recruit personnel for the armed forces, and whether such methods and techniques might be improved or new and more effective ones utilized;

(7) the implications for the ability of the armed forces to fulfill their mission as a result of the change in the socio-economic composition of military enlistees since the enactment of new recruiting policies provided for in Public Law 92-129 and the implications for national policies of this change in the composition of the armed forces; and 85 Stat. 348.

(8) such other matters related to manpower as the Commission deems pertinent to the study and investigation authorized by this title.

POWERS OF THE COMMISSION

Sec. 703. (a) The Commission or, on the authorization of the Commission, any subcommittee or member thereof may, for the purpose of carrying out the provisions of this title, hold such hearings and sit and act at such times and places as the Commission or such subcommittee or member may deem advisable.

(b) The Commission is authorized to secure directly from any executive department, bureau, agency, board, commission, office, independent establishment, or instrumentality information, suggestions, estimates, and statistics for the purposes of this title. Each such department, bureau, agency, board, commission, office, establishment, or instrumentality is authorized and directed to furnish such information, suggestions, estimates, and statistics directly to the Commission, upon request made by the Chairman or Vice Chairman.

(c) The Commission shall establish appropriate measures to insure the safeguarding of all classified information submitted to or inspected by it in carrying out its duties under this title.

COMPENSATION OF THE COMMISSION

Sec. 704. Each member of the Commission shall receive an amount equal to the daily rate paid a GS-18 under the General Schedule contained in section 5332 of title 5, United States Code (including travel-time), during which he is engaged in the actual performance of his duties as a member of the Commission. Members of the Commission shall be reimbursed for travel, subsistence, and other necessary expenses incurred by them in the performance of their duties.

5 USC 5332
note.

STAFF OF THE COMMISSION

Sec. 705. (a) The Commission shall appoint an Executive Director and such other personnel as it deems advisable without regard to the provisions of title 5, United States Code, governing appointments in the competitive service, and shall fix the compensation of such personnel without regard to the provisions of chapter 51 and subchapter III of chapter 53 of such title relating to classification and General

5 USC 101
et seq.
5 USC 5101.
5 USC 5331.

5 USC 5332
note.

Schedule pay rates; but personnel so appointed may not receive compensation in excess of the rate authorized for GS-18 by section 5332 of such title 5.

(b) The Commission is authorized to procure the services of experts and consultants in accordance with section 3109 of title 5, United States Code, but at rates not to exceed the daily rate paid a person occupying a position at GS-18.

Contract
authority.

(c) The Commission is authorized to enter into contracts with public agencies, private firms, institutions, and individuals for the conduct of research and surveys, the preparation of reports, and other activities necessary to the discharge of its duties.

ADMINISTRATIVE SERVICES

SEC. 706. The Administrator of the General Services Administration shall provide administrative services for the Commission on a reimbursable basis.

REPORTS OF THE COMMISSION

Reports to
Congress and
President.

SEC. 707. (a) The Commission shall, from time to time, submit interim reports to the Congress and to the President regarding its duties under this title, and shall include in any such reports its findings together with such recommendations for administrative or legislative action as the Commission considers advisable.

(b) The Commission shall submit its final report to the Congress and to the President not more than twenty-four months after the appointment of the Commission. Such report shall include all interim reports and the final findings and recommendations of the Commission.

Termination
date.

(c) The Commission shall cease to exist sixty days after the submission of its final report.

AUTHORIZATION FOR APPROPRIATIONS

SEC. 708. There are authorized to be appropriated to the Commission a sum not to exceed \$2,500,000 to carry out the provisions of this title.

TITLE VIII—GENERAL PROVISIONS

Funds, avail-
ability for
Vietnamese
and Laotian
forces.

SEC. 801. Subsection (a) (1) of section 401 of Public Law 89-367, approved March 15, 1966 (80 Stat. 37), as amended, is hereby amended to read as follows:

"(a) (1) Not to exceed \$1,126,000,000 of the funds authorized for appropriation for the use of the Armed Forces of the United States under this or any other Act are authorized to be made available for their stated purposes to support: (A) Vietnamese and other free world forces in support of Vietnamese forces, (B) local forces in Laos; and for related costs, during the fiscal year 1974 on such terms and conditions as the Secretary of Defense may determine. None of the funds appropriated to or for the use of the Armed Forces of the United States may be used for the purpose of paying any overseas allowance, per diem allowance, or any other addition to the regular base pay of any person serving with the free world forces in South Vietnam if the amount of such payment would be greater than the amount of special pay authorized to be paid, for an equivalent period of service, to members of the Armed Forces of the United States (under section 310 of title 37, United States Code) serving in Vietnam or in any other hostile fire area, except for continuation of payments of such additions to regular base pay provided in agreements executed prior to July 1, 1970. Nothing in clause (A) of the first sentence of this paragraph shall be construed as authorizing the use of any such funds to support

77 Stat. 216;
79 Stat. 547.

Cambodia and
Laos.

DEFENSE MANPOWER COMMISSION

20 NOVEMBER 1974



DEFENSE MANPOWER COMMISSION

Dr. Curtis W. Tarr, Chairman
John Deere & Co., Moline, Illinois

Mr. Hastings Keith, Vice Chairman
Brockton, Massachusetts

Mr. Karl R. Bendetsen
Washington, D. C.

Mr. Britton L. Gordon
Grand Rapids, Michigan

Mr. Arthur E. Haley
Jordan Marsh Co., Boston, Massachusetts

Rear Adm (US Navy-Ret) Lester E. Hubbell
Bethesda, Maryland

Dr. Norma M. Loeser
The George Washington University

Dates: 16 November 1973

DMC established by PL 93-155

19 April 1974

DMC Sworn In

19 April 1976

Final DMC Report Due

DEDUCED OBJECTIVES OF THE DMC STUDY/REPORT

- Assure sufficient Defense manpower for the support of effective and ready forces, in peace or war, over the next ten years (1975-85) with acceptable costs, risks and other implications.
- Foster better public understanding of Defense manpower requirements and public acceptance of such needs.
- Achieve major dollar savings and improve utilization in the Defense manpower area.
- Provide guidelines for Defense manpower policy over the ten-year period.

DMC STAFF

Executive Director - Bruce Palmer

Dep Exec Dir - Paul Keenan

Five Functional Areas - 14

Liaison Coord & Sp Projects - 3

(Requirements; Recruitment; Compensation &
Retirement; Development & Utilization; Management)

Summary: - 19 Professionals
2 Research Assistants
8 Admin Support
29 Total

Breakout of Professionals:

Background:

Predominantly Mil.	- 10 (1 Minority Gp.)
DoD Civilian (1 Army; 1 Navy)	- 2
Predominantly Civilian	- <u>7</u> (2 Minority Gp.)
Total	19 (3 Minority Gp.)

Service/Predominantly Mil.:

Army	- 5
Navy	- 2
AF	- <u>3</u>
Total	10

NG/Reserves Background: - 3

FRAME OF REFERENCE/METHODOLOGY FOR ANALYSIS

(FINAL DMC REPORT)

EXECUTIVE SUMMARY

INTRODUCTION

- The Defense Manpower Commission
- Overview - The U.S. in 1976

PART ONE - The Evolution of Current Manpower Policies (1950-75)

- I. The Base Period - FY 1950
- II. The Impact of Historical Benchmarks (1948-75) on DoD Policies and Programs
- III. Manpower Management in the DoD (1950-75) (DoD Budget Overview, Personnel Overview, Personnel Costs, Hardware Costs)
- IV. The Development of Major Issue Areas (1950-75)
- V. Summary of Part One

PART TWO - The Impact of Current Manpower Policies on the
FY 76-86 Period

- I. Introduction (Budget Projections - Total DoD Costs, Personnel Costs and Hardware Costs; Conclusions)
- II. The Manpower Life Cycle - Functional Area Considerations (for each of 5 Functional Areas: Analysis of "Parochial" Issues and "Multi-Area, Inter-Acting Issues")
- III. Analysis of Major Issues (Alternative Solutions and Impacts, Recommendations)
- IV. Overall Impact and Feasibility of Recommended Policy and Program Changes

*PART THREE - The Necessity for Fundamental Policy Changes (to be Undertaken if DoD Budget Projections, as amended by DMC Recommended Changes, Significantly Exceed Realistic Estimates of Attainable DoD Budgets)

- I. Introduction (DoD Budget Projections with and without DMC Recommended Policy Changes from Part Two)
- II. Realistic Estimates of Attainable DoD Budgets (Discussion of Total DoD Budgets under Various Methods of Estimating Availability; Hardware-Personnel Cost Ratios)
- III. Major Cost Reduction Manpower Policy Changes (Review of Possible Changes in each Functional Area; Analysis of Manpower System Alternatives Incorporating Various Changes)
- IV. Summary - Recommendations

PART FOUR - The Ultimate Choices - Summary of Total DMC Report

- I. Impact of DoD Budget Choices on the Nation's Defense Capability - to FY 85 and Beyond
- II. Discussion of the Choices Available to the Congress and the People
- III. Overall DMC Summary Recommendations

*Nature and scope of Part Three depends largely on results of study and analysis from Part Two.

WORK PRIORITIES

TARGET DATE

I. Time Urgent*

- | | |
|--|--------------------------------|
| A. Approved List of Work Priorities;
Work Plans for Major Study Areas;
Milestone Chart for Work Accomplish-
ment. | Mid Dec 74 |
| B. Letter from DMC to SecDef re
Compensation (Excluding Retirement). | Mid Dec 74 |
| C. Review of and Action on Current
Legislative Proposals on Retirement. | March-April 75 |
| D. Review of and Action on Current
Legislative Proposals on Defense
Officer Personnel Management System. | March-April 75 |
| E. Interim Report(s) to the President
and the Congress (could encompass
foregoing items) | Mid Jan 75
(1st Report) |
| * Other items may be added later to this list. | March-April 75
(2nd Report) |

II. Within Lifetime of the DMC

Continued Work on Final DMC Report Within
Frame of Reference (Outline Format)

NLT - 1 Feb 76
(Final Report
Due 19 Apr 76)

Major Issue Areas

Subject

1. Size and Structure of Total Force (Active; NG/Reserves; Civilian/Contractors)
 - (a) Composition (Combat Structure, Mission Support, Central Base Support, Contractor Support, Military-Civilian Ratio, Total Force Mix)
 - (b) "Teeth-to-Tail" Ratio (Combat to Combat Support Ratio; Overhead)
2. Effectiveness and Sustainability of All Volunteer Force (Total Force)
 - (a) Quality of Personnel
 - (b) Representativeness of Personnel (Economic, Geographical, Racial and Sex); Projected Manpower Supply
 - (c) Effectiveness of Recruiting Systems
3. Status and Effectiveness of the Selective Service System
4. Compensation and Retirement (Total Force)
5. Development and Utilization of the Total Force
 - (a) Grade-Age Distribution (Career Force and First-Termers); Enlisted/Officer Ratios
 - (b) Overseas Deployment and Tour Lengths
 - (c) Training and Education
6. Management Philosophy and Organizational Structure (Including Defense Cost Accounting)

NOTE: The following situations will be used as common points of reference for the above six studies:

Situation I - Current Peacetime Posture

Situation II - Limited Mobilization

Situation III - Total Force Mobilization

CONSULTANT PANEL

Mr. Tom Morris, Chairman	-	GAO, Washington, D.C.
Mr. Arthur Allen	-	Washington, D. C.
LTG Leo F. Benade (Ret)	-	Annandale, Virginia
MG William W. Berg (Ret)	-	International Technical Products, Washington, D.C.
Mr. John R. Blandford	-	Arlington, Virginia
LTG Benjamin O. Davis (Ret)	-	Assistant Secretary for Environment, Safety and Consumer Affairs, Department of Transportation, Wash., D.C.
Mr. George M. Elsey	-	President, American Red Cross Washington, D. C.
Mr. Glenn V. Gibson	-	Bethesda, Maryland
GEN Harold K. Johnson (Ret)	-	Arlington, Virginia
The Hon. Roger W. Jones	-	Chevy Chase, Maryland
The Hon. John W. Macy, Jr.	-	President, Council of Better Business Bureaus Washington, D. C.
Dr. John D. Millett	-	Academy for Educational Development, Inc. Washington, D. C.
The Hon. Frank Sanders	-	Vice President, Signal Companies, Wash., D.C.
The Hon. John Slezak	-	Kable Printing Company Mt. Morris, Illinois
BG Gorman C. Smith, USAR	-	Federal Energy Administration Washington, D. C.
VAdm Gerald E. Miller (USN-Ret) (Has been invited to join the Consultant Panel by Mr. Tom Morris)	-	Arlington, Virginia

CONCURRENT DMC/STAFF ACTIVITIES

DMC Meetings - One per month in Washington

DMC Public Hearings - Washington, D. C. - 1st held on 14 November 1974 (others as may be necessary)

- Outside Washington: Five are planned - New York City, Boston, Chicago, Los Angeles and Atlanta - in conjunction with travel to military/naval bases and units during period January - October 1975.

DMC Topical Hearings - Plan to hold several (All Volunteer Force; Total Force)

DMC Travel - Plan about 10 - 12 trips to bases and units (all Services) in CONUS during period January - October 1975. (The Staff will make additional trips as required.)

Selected Information Briefings for DMC (For example, Selective Service, Coast Guard)

Visits to Private Industry/Other Departments of U. S. Government

- On staff-to-staff level. Plan to visit about 12 industrial firms/U.S. Government Agencies (for example, AT&T, IBM, U.S. Postal Service); will focus on service-type organizations to include those with international operations.

Continued Staff Liaison - (Principal Congressional Committee Staffs, OMB, GAO and NSC)

Continued Staff Contact with Other On-Going Study Efforts

- (DOD, GAO, OMB, Private Sector, for example, Brookings Institution)
- Contacts with the Consultant Panel and with individual consultants.

SUMMARY

We are completing "Reconnaissance - Exploration" Phase; however, continuous research and study will go on.

We are now moving into Intensive Study - Action Phase on selected issues.

C

CURTIS W. TARR

Born Stockton, California, September 18, 1924

ADDRESS:

3431 60th Street, (1B)
Moline, Illinois 61265

EDUCATION:

AB Stanford University - 1948, Economics
MBA Harvard University - 1950, Business Administration
PHD Stanford University - 1962, History

EXPERIENCE:

1950 - 52 Lecturer, Harvard Business School
1952 - 58 Vice President, Sierra Tractor and Equipment Company,
Chico, California
1958 Republican Candidate for Congress, Second District, California
1960 - 63 Assistant to the Provost, Assistant Dean, Lecturer and
Director of the Summer Session, Stanford University
1963 - 69 President, Lawrence University, Appleton, Wisconsin
1969 - 70 Assistant Secretary of the Air Force, Manpower, and Reserve
Affairs
1970 - 72 Director, Selective Service System
1972 - 73 Under Secretary of State for Security Assistance
1973 - Vice President for Overseas Development, Deere & Company,
Moline, Illinois

MILITARY SERVICE:

U.S. Army, 1943-1946
Three Battle Stars (Europe), Rank-Technician fourth grade

RESEARCH PAPERS AND PUBLICATIONS:

"Unification of America's Armed Services," (dissertation); "Could We
End the Draft Now?", Proceedings of the U.S. Naval Institute, June 1972;
"The Obligation to Serve", Air University Review, July 1972; "The General
Board Joint Staff Proposal of 1941"; Military Affairs, Summer, 1967;
"Toward Better Local Government, Wisconsin School News, February 1968;
"A Bright New Future for the County", Wisconsin Counties, November 1968;
Report of the Task Force on Local Government Finance and Organization
in Wisconsin, January 1969; "The Air Force as a National Resource",
Air University Review, Spring 1970; "Selective Service and Conscientious
Objectors", American Bar Association Journal, October 1971; "High Pay
Alone Will Not Produce Good Soldiers", The Officer, October 1971; "Youth
Advice Shapes National Draft Policy", Commanders Digest, December 9, 1971;
and others.

HONORS AND FELLOWSHIPS:

DHL from Ripon College, 1965. DHL from Grinnell College, 1969, and LLD, Lawrence University, 1974, U.S. Air Force Exceptional Civilian Service Award, 1970.



HASTINGS KEITH

Born Brockton, Massachusetts, November 22, 1915

ADDRESS:

1106 Main Street
Brockton, Mass. 02401

EDUCATION:

Brockton High School
Deerfield Academy
University of Vermont, B.S. - 1938
Command and General Staff School

EXPERIENCE:

1953 - 56 Massachusetts State Senate
1959 - 73 U.S. House of Representatives
 . Committee on Interstate and Foreign Commerce,
 Subcommittee on Communications and Power
 . Committee on Merchant Marine and Fisheries,
 Subcommittee on Oceanography, Fisheries and Wildlife
 Conservation, and Coast Guard.
Chartered Life Underwriter
Partner, Roger Keith & Sons

MILITARY SERVICE

Col., U.S. Army Reserves (retired)
Served overseas with Army during World War II

Biographical Sketch

KARL R. BENDETSSEN

Chairman of the Board
and
Chief Executive Officer Retired

presently
Director and Chairman of the Executive Committee

Born in Aberdeen, Washington, on October 11, 1907, Mr. Bendetsen earned a Bachelor's degree from Stanford University in 1929 as well as an LLB and JSD degree from Stanford. He holds an honorary Doctor of Laws degree from Canaan College, Canaan, New Hampshire, and a Doctor of Management Sciences from Indiana Institute of Technology.

Prior to and after World War II, he practiced law in Washington, Oregon and California, with proprietary and management interests in logging, lumber and mining. He is a member of the Bar in each of those states as well as of the States of Ohio, New York and the District of Columbia. He served in the United States Army from September, 1940 until December 31, 1945.

Mr. Bendetsen was elected Chairman of Champion International on February 28, 1967, upon the merger of U.S. Plywood Corp. and Champion Papers, two internationally known forest products firms. On March 7, 1968, he was elected Chief Executive Officer. Prior to the merger, Mr. Bendetsen served as Chairman, President, and Chief Executive Officer of Champion Papers, Inc.

Bendetsen

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During World War II, as an artillery officer of the U.S. Army, among diverse assignments on the War Department General Staff and General Staff with troops, Mr. Bendetsen served as member of the Combined Staff planning the Normandy Invasion, participated in it and later served as Deputy Chief of Staff, Forward Echelon Communications Zone in Normandy, then as Assistant Deputy Chief of Staff, G4, 12th Army Group. Following the war, he resumed law practice in San Francisco.

In 1948, during the Berlin Blockade and outset of Armed Forces unification, he served as special management consultant and Acting Deputy to James Forrestal, first Secretary of Defense. He served as Assistant Secretary of the Army and as the Under Secretary of the Army between 1950 and 1952. In 1949, he was the Department of the Army's first General Counsel.

During his career as a public official, Mr. Bendetsen also served as Director General of the nation's principal railroads, 1950-52; and as the first Chairman of the Board of the Panama Canal Company.

In 1956, he served as special assistant to the Secretaries of State and Defense for German Affairs, and again for Philippine Affairs with the rank of Ambassador in each case. In 1962, he served as Chairman of the Secretary of Defense's Advisory Committee on General Military Education in the Armed Services.

He has received many recognitions for his service to his nation and the communities in which he has lived. Among

Bendetsen

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those by the United States Government are the Distinguished Service Medal with oak leaf cluster and the Medal of Freedom - highest civilian award given by the United States. He has been awarded both the Legion of Merit with two oak leaf clusters and the Bronze Star Medal with three oak leaf clusters and a combat V, as well as the Distinguished Civilian Service Award. He holds the American Defense Medal with one battle star, the Pacific Theatre Campaign Medal with two battle stars and the European Theatre Campaign Medal with seven battle stars. He also holds the Order of the British Empire; is an Officer of the French Legion of Honor and has received the French Croix de Guerre with Palm and the Belgian Croix de Guerre with Palm.

Mr. Bendetsen joined Champion Papers in 1952 as General Consultant. He was elected Vice President and General Manager of the Texas Division in 1955, advanced to Vice President - Operations in 1957, and elected President and Chief Executive Officer and a Director in March 1960. In 1965, he was elected Chairman of the Board.

Mr. Bendetsen is a member of the Board of Directors of The New York Stock Exchange; Westinghouse Electric Corporation; American Paper Institute; Industries Advisory Committee of the Advertising Council; Freedoms Foundation at Valley Forge; the American-Korean Foundation, Inc.; the Foreign Policy Association; and the International Executive Service Corps.

Bendetsen

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He also is a Director of Freedom House and Chairman of its Public Affairs Institute.

He was Chairman of the Board of Advisors of the Industrial College of Armed Forces; Chairman of the Board of Regents of the Omar N. Bradley Foundation; Honorary Chairman of the Advisory Board of the Center for Strategic and International Studies at Georgetown University; and is a member of the Advisory Board of the Hoover Institute on War, Revolution and Peace.

He also served as a member of the Council of the Graduate School of Business, University of Chicago; on the Board of Visitors, School of Forestry, Duke University; on the Board of Overseers of Harvard College, Department of Economics Visiting Committee; and as an Advisory Member of the Board of Directors of the University of Houston's College of Business Administration, Management Development Center.

Recently he was appointed a member of the Defense Manpower Commission.

He now resides in the District of Columbia with his wife, Gladys Ponton de Arce Béndetsen.

June, 1974

BRITTON L. GORDON

Born Muskegon, Michigan, September 21, 1909

Married In October, 1939. Father of three sons: 30, 28, 25.

EDUCATION:

Muskegon High School, 1924 to 1927; graduated in 1927
 Culver Military Academy, 1927 to 1929; graduated in 1929
 Cornell University, 1929 to 1933; Degree in Mechanical Engineering
 Cornell Law School, 1934
 Newark University Night School, 1937

EMPLOYMENT:

Linde Air Products Division, Union Carbide and Carbon Corporation,
 1934 to 1936 - Development Engineer

Halowax Division, Bakelite Corporation, 1936 to 1939 - Development
 Engineer

Blackmer Pump Company, 1939 to 1940 - Sales Engineer; 1941 - elected
 a Director; 1945 - 1964 President

President of Blackmer Pump/Division of Dover Corporation from January,
 1965 to 1972.

January, 1965 to present - Vice President, Dover Corporation of New York

MILITARY SERVICE:

R.O.T.C. - Culver Military Academy and Cornell University; commissioned
 Second Lieutenant Ordnance Corp. Army of the United States in May, 1933.

World War II, from October 1, 1940 to December 15, 1945 at Chicago Ordnance
 District and Office Chief of Ordnance, Industrial Division, Washington, D.C.
 Separated as Lieutenant Colonel. Promoted to Colonel in 1949. Retired-1965.

PROFESSIONAL SOCIETY AND ASSOCIATION MEMBERSHIPS:

American Ordnance Association (life member); co-founder and Director of the
 West Michigan Chapter of the Michigan Post from 1949 through 1955, Secretary
 of the Chapter since 1949; Director of the Michigan Post 1954 through 1956;
 Vice President, Michigan Post, 1954; National Association Council Member
 at Large from January 1, 1956 through 1967. Vice Chairman, 1968. Chairman,
 1969 - 1970. Advisory Board, 1971 to present.

Defense Orientation Conference Association; National Board of Directors 1956-1960;
 1972 - 1974.

Association of the United States Army, 1960 to present

American Society of Naval Engineers, 1952 - 1972.

Rotary International, 1947 to present.

Hydraulic Institute, 1945 - 1965; served as President in 1953.



PROFESSIONAL SOCIETY AND ASSOCIATION MEMBERSHIPS (continued)

American Association of Airport Executives (associate member), 1957-1968
Airport Operators Council, 1956-1968
National Business Aircraft Association, 1952-1970
International Yacht Racing Union, 1970 to present

CLUBS

Army and Navy Club, Washington, D. C., 1947 to present
University Club, Grand Rapids, Michigan, 1946-1970
Kent Country Club, Grand Rapids, Michigan, 1945 to present
Peninsular Club, Grand Rapids, Michigan, 1946-1970
Otsego Ski Club, Gaylord, Michigan, 1952-1971
Cornell Club of New York, 1933-1950
Little Traverse Yacht Club, 1970 to present
Little Harbor Club, Harbor Springs, Mich., 1973 to present.

OUTSIDE INTERESTS:

Grand Rapids Symphony Orchestra Society; Director 10 years and Vice President 2 years.

Blodgett Memorial Hospital; Trustee 1954 to 1967; Vice President of Board of Trustees 1959-1960; member of Research Committee and Building and Grounds Committee.

Kent County Pension Board of Trustees, 1973

Kent County Aeronautics Board; member since October 1956; Vice Chairman 1959-1960; Chairman 1958-1959 and 1961-1968. Presently ex officio member.

Michigan Aeronautics Commission; appointed by Gov. Romney for a 4-year term beginning June 1963; re-appointed 1967 and 1971;

Vice Chairman 1967-1968, 1972-1973; Chairman 1964-1965, 1968-1969, 1973-

Grand Rapids Employers' Association; member of Board of Directors since May 1957; Treasurer, 1960-1972.

National Music Camp and Interlochen Arts Academy; Trustee 1965-1973; Executive Committee 1967-1973.

Culver Military Academy Culver Legion; Vice President 1959-1964; 1st Vice President 1965-1967; President 1968. Member Advisory Committee.

Culver Educational Foundation, Board of Directors 1971 to present.

Grace Church; member of the vestry 1967-1970; 1972-1974.

King-Kennedy Ambassador Child Day-Care Center Steering Committee 1968 to present

United Fund; Director 1969 to 1974.



HOBBIES:

Sailing, skiing, flying (private pilot, single and multi-engine, 2400 hours)

REFERENCES:

The Honorable John Slezak, former Deputy Secretary of the Army, currently Special Assistant to the Secretary of Defense.

Mr. George H. Roderick, formerly Assistant Secretary of the Army; formerly Chairman, Board of Governors, Panama Canal; formerly Vice President, J.P. Stevens Co., New York

General Levin H. Campbell, Jr., former Chief of Ordnance, U.S. Army.

The Honorable Gerald R. Ford, Jr., Member of the House of Representatives.

RECOGNITIONS:

Rotary International; Distinguished Service Award "for leadership in city and state aeronautics and creating the new Kent County Airport" May 14, 1964.

Resolution of the Kent County Board of Supervisors expressing appreciation for nine years of service as member and chairman of the Aeronautics Board in the developing of the new Kent County Airport - October 1964.

Testimonial Dinner in appreciation of work done in connection with the development of the new Kent County Airport - October 6, 1964.

Honorary member Cum Laude Society of Culver - June 6, 1966.

Michigan Association of Airport Executives - Award in recognition of outstanding contributions to the progress of aviation in the state of Michigan - September 11, 1973.



ARTHUR E. HALEY

PERSONAL DATA

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Winchester, Massachusetts 01890

TELEPHONE: (617) 729-1511

PLACE OF BIRTH: Boston, Massachusetts 7/14/13

STATUS: Married to Florence M. Welling --
Children: Thomas (age 23), Ann (age 21)
and Paul (age 14).

EDUCATION: Boston Public Schools -- Graduate of
Harvard College 1939, B. S. Degree.

BUSINESS EXPERIENCE

1974 Bicentennial Coordinator - Jordan Marsh Company,
Boston, Mass.

1959-1973 President and General Manager - Easy Industries,
Inc./Radio Station WEZE, Boston, Mass.

1950-1959 Executive Vice President and General Manager -
Radio Station WORL, Boston, Mass.

1947-1950 General Manager - Radio Station WBMS, Boston,
Mass.

1944-1947 Industrial Relations Supervisor - Wright
Aeronautical Company, Paterson, New Jersey.

1942-1944 Special Agent - Federal Bureau of Investigation,
Department of Justice, Washington, D. C.

1939-1942 A variety of temporary jobs.

LESTER E. HUBBELL

RETIRED REAR ADMIRAL, U. S. NAVY

BORN: September 24, 1916; Hackensack, New Jersey

MARRIED: Katherine Bush Hubbell, 1946
One daughter and two sons

ADDRESS: 5306 Camberley Avenue; Bethesda, Maryland 20014

EDUCATION:

Georgia School of Technology, B. S., 1938
Armed Forces Staff College, 1950
National War College, 1961

MILITARY EXPERIENCE:

Executive Officer, USS Fox, 1940-44
Cmdr., USS Rolf, 1944-45
Ops. Officer, USS Helena, 1949-50
Dir., Functional Training, Bureau of Naval Personnel, 1950-53
Cmdr., USS Owen, Atlantic & Pacific Fleets, 1953-56
Cmdr., Destroyer Div. 262, Sixth Fleet, Med., 1956-58
Cmdg. Off., Fleet Air Defense Training Center, Dam Neck, Va., 1958-60
National War College, 1960-61
Cmdg. Off., USS Yosemite, 1961-62
Cmdr., Destroyer Squadron Fifteen, Seventh Fleet, Vietnam, 1962-63
Chief of Staff, Cmdr., Cruiser Destroyer Force, Pacific Fleet, 1963-65
Chief of Staff, Sec. of Navy Retention Task Force, 1965
Dir., Military Compensation, Department of Defense, 1966-69
Directed First Quadrennial Review of Military Compensation, 1966-69
Published 1968
Cmdr., Cruiser Destroyer Flotilla Six & Cmdr., Task Grp., 60.1.2
in Sixth Fleet, 1969-70
Retired 1971

PROFESSIONAL SOCIETY AND ASSOCIATION MEMBERSHIP:

Retired Officer Association
Fleet Reserve Association
Appointed to Defense Manpower Commission by President Nixon, 1974

HONORS AND FELLOWSHIPS:

Bronze Star with Combat V, 1950
Distinguished Service Medal, 1969
Legion of Merit, 1st award and 2nd award, 1971
Listed in Who's Who in America and Personalities of the South

NATIONAL ARCHIVES AND RECORDS SERVICE
WITHDRAWAL SHEET (PRESIDENTIAL LIBRARIES)

FORM OF DOCUMENT	CORRESPONDENTS OR TITLE	DATE	RESTRICTION
Resume	Resume for Norma Maine Loeser, 3 pgs.	N.D.	C

FILE LOCATION
John Marsh Files, Box 11, "Defense - Manpower Commission"

RESTRICTION CODES

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SD 2/7/14