

DISCUSSION OUTLINE OF PROGRAM FIVE

December 28, 1950

- I. Many projects to be conducted in Programs I through IV involve the use of knowledge of human behavior, or assumptions of such knowledge. Aspects of all such projects therefore indicate the use of personnel, facilities or methods found in the sciences of human behavior.
- A. All projects involving public information programs, adult education, any education for specific purposes, or any other projects in the general field of communications, including propaganda and counter-propaganda focus our attention upon these behavioral sciences. They do so by raising such questions as the following:
1. Toward what groups should the communications programs be directed?
 2. What media should be used to reach them (or how successful are media now used in reaching them)?
 3. Among those reached, what are the effects upon (a) their attitudes or (b) their actions?
 4. Are these effects consistent with the basic objectives of the communications?
 5. If not successful, (a) what, if any deficiencies exist in the content of the materials communicated,

and (b) what, if any, further knowledge of the behavior, habits or beliefs of the persons sending or receiving these materials would be helpful in lowering the barriers to effective communication?

Comment: The most objective and systematic studies on such questions are made by scientific students of human behavior (especially the psychologists) or with methods developed by them.

B. Defense mobilization and manpower utilization.

Studies on these broad problems likewise would draw heavily upon the personnel and methods of the behavioral science fields. Problems such as manpower mobilization and allocation of skills to the military, civil defense, civil and defense production and education raise such questions as the following:

1. What procedures are best for inventorying and classifying present skills and for predicting future skills available nationally?
2. What are the educational techniques best adapted for training in the various techniques to be required in all fields during national emergency and during war?
3. What are the administrative measures which may be taken in military mobilization, in defense production, in price and work control, and in consumer rationing, which will maximize the

tolerance for individual sacrifice, maintain high levels of worker productivity and in general produce and maintain morale?

4. Many other related questions

Comment: Many of the persons and methods involved in answering these questions would be in the fields of human behavior study, ranging from political science, public administration and economics to clinical and personnel psychologists and sociologists.

C. Many other activities which may be undertaken in Programs One through Five will benefit from the approaches recommended in Program Five. Even if the behavioral sciences cannot provide new knowledge useful in devising such activities, they can be utilized extensively and importantly in the development of tools and methods to test their results.

II. The recommendations contained in Program Five in the Study Report are affected only in degree and not in kind by subsequent developments in the international scene, the principal modification being in the direction of target research and practical consultation. The distinction must again be drawn, however, between a hot war, which could last with modern weapons only a relatively short time, and a cold-war war which could last, as far as we know, indefinitely. Because of the

latter possibility we therefore cannot divert all behavioral scientists to immediate problems any more than we can interrupt the teaching of elementary electricity or the ABCs. Basic research must be continued even though it may be necessary for the time being to give first attention to problems of immediately greatest importance.

One consequence of the currently unpredictable situation is the necessity to use the behavioral scientists and experts in a manner somewhat different from their use during actual war. In a general shooting war it may be both possible and essential to disrupt normal pursuits entirely, and to shift all personnel in any way demanded by the exigency. This disruption cannot be maintained over an indefinite period, however, without serious consequence to basic research and education and the drying up of our important springs of new knowledge and endeavor. Present research activities therefore, instead of being concentrated in a small number of centralized laboratories, might be left whenever possible in the institutions and agencies which are their natural habitat.

III. Personnel in the fields of behavioral science will be called upon extensively in most attempts to solve the problems of greatest current importance, as these problems lie mostly in the fields of human relations. As these personnel are in short supply, it is important

to increase their numbers by greater support and by affording them greater attractions. As the scientific tools and measures they use are only partially helping in deriving or verifying new knowledge, it is important simultaneously to render them more effective by pressing research forward as much as practicable.

- IV If a foundation is to support activities in all five programs of the Study Report it is important that experience with the fields of Program Five be represented in the foundation's top administration. The skills of these fields can be used effectively only if their personnel, their movements, their knowledge and their methods are fully known.