



***How to be a
Successful
Working Group
Chair***

[Overview & Introduction](#)

[How do you start?](#)

[Sessions & Speakers](#)

[The Annual Symposium](#)

[Keeping on Track](#)



How to be a Successful Working Group Chair

Tutorial Menu: *Modules*

1. Overview & Introduction

- Tutorial Objective
- Foundation
- Introduction
- Course Overview
- Critique

2. How do you Start?

- Learning their “Teams”
- Researching WG Guidance
- Soliciting Papers

3. Sessions & Speakers

- Developing Sessions
- Involving Speakers

4. Annual Symposium

- An overview of quality working groups
- Before the symposium
- During the symposium
- After the symposium

5. Keeping on Track

- MORS Office Interaction
- Optional WG Chair Notebook

How to be a Successful Working Group Chair

Module 1: OVERVIEW & INTRODUCTION: *Tutorial Objective*

*You're a Working Group Chair? Congratulations!
Now what do you do?*

- Good question, what do you do?
- This tutorial was designed to:
 - Assist Working Group (WG) Chairs develop and lead a quality WG
 - Assist Composite Group (CG) Chairs develop and lead a quality CG
 - Provide WG Co-Chairs and the WG participants background information on leading a quality WG:
 - To assist their WG Chair
 - As they consider volunteering as a WG Chair in the future



How to be a Successful Working Group Chair

Module 1: OVERVIEW & INTRODUCTION: *Foundation*

- The information presented in this tutorial are ideas and are intended to be suggestions and not a recipe or formula to follow verbatim
- It is recommended that you build upon this foundation and tailor it to your working group and your style
- The references used in developing this tutorial were:
 - MORS Organization Manual, Part III “Other Policy and Procedures,” Section D “VP for Meeting Operations,” Subsection 1 “Symposium,” Appendix D “Quality Working Groups”
 - Tutorial from 67th MORSS “You’re a Working Group Chair? Congratulations! What do you do?”
 - Experience from previous WG Chairs and CG Chairs

How to be a Successful Working Group Chair

Module 1: OVERVIEW & INTRODUCTION: *Introduction*

Over the years, several working groups have experienced sustained success, building a tradition of high attendance (loyalty) and reputation for outstanding sessions (quality). This did not happen by accident, but came about when each successive chair operated with two goals in mind. Through hard work and creativity the chair:

- Developed a quality program (short term goal) and
- Involved potential successors (co-chairs) to insure continuity and sustained high quality in the future (long term goal).

How to be a Successful Working Group Chair

Module 1: OVERVIEW & INTRODUCTION: *Course Overview*

- This course is set-up in five modules:
 1. Overview & Introduction
 2. How do you Start?
 3. Sessions & Speakers
 4. The Annual Symposium
 5. Keeping on Track
- It is recommended that the tutorial be completed in order, as each module builds upon the previous module.

How to be a Successful Working Group Chair

Module 1: OVERVIEW & INTRODUCTION: *Critique*

- Critiques of this tutorial are welcome, especially those with comments and recommendations
- Please send critiques by e-mail to the MORS Office at morsoffice@mors.org
 - Please use the following as a subject:
 - WG Chair Tutorial Critique – (Date)

How to be a Successful Working Group Chair

This completes
Module 1: OVERVIEW & INTRODUCTION

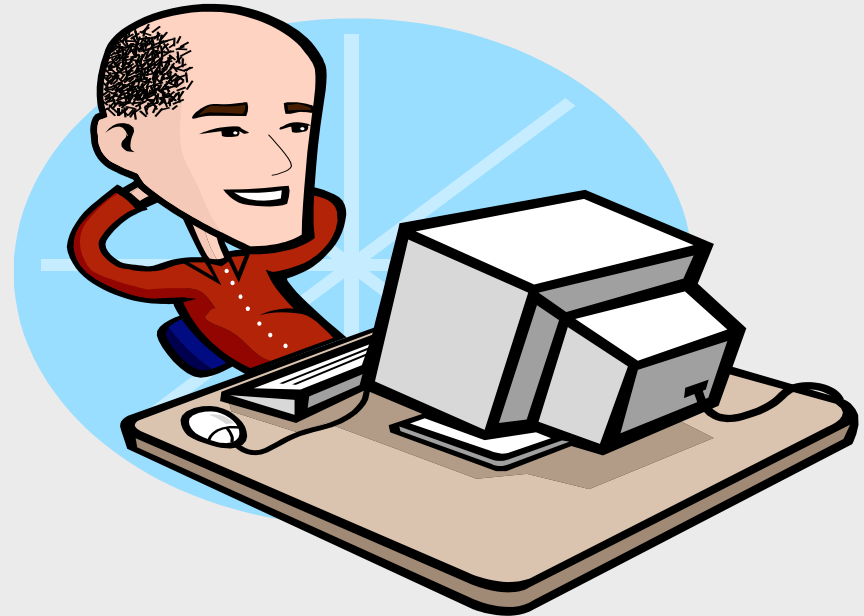
Continue to
Module 2: HOW DO YOU START

How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Objective*

After completing this module, the prospective Working Group Chair will learn some suggestions about:

- Learning their “teams”
- Researching WG guidance
- Soliciting papers



How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Agenda*

- This module will cover:
 - Learning your “teams”
 - Working Group team
 - Composite Group team
 - WG/CG Coordinator
 - MORS Office
 - Researching WG guidance
 - Annual symposium theme
 - Working Group Charter
 - Working Group Prospectus
 - Past Symposia critiques
 - Soliciting papers
 - What topics?
 - Where from?
 - How to solicit?



How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Learning Your Teams*

- As a Working Group Chair, you have four teams or groups to use for assistance:
 - Your WG team
 - Your CG team
 - The WG/CG Coordinator and Committee
 - MORS Office



How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Learning Your Teams*

- Your *Working Group Team* may be set for you at the last annual symposium, but if not here are some suggestions:
 - Co-Chair(s):
 - Recruit as many as you need
 - Attempt to have them represent all facets of the community
 - Broad representation makes a well-rounded program much easier to achieve
 - Look for a mix of military/contractor, technical expertise and service backgrounds
 - Carefully select those that have the time and organizational commitment to support MORS and the Symposium
 - Identify and train your replacement(s) for next year
 - Advisor:
 - Selected because of their background and experience in your WG's topic area and their willingness to make the WG a success
 - Use them early in your planning
 - For experience, information and soliciting papers and participation
 - To get advice on Co-Chair candidates

How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Learning Your Teams*

- Your Working Group Team is not alone. You can communicate with the Composite Group Chair and the other WG Chairs.
 - Composite Group session
 - One for each CG during symposium
 - Topic(s) of interest to all WGs in the CG
 - MORS Office will assign a classroom based on previous attendance history
 - Potential Joint sessions
 - Topics of interest to more than one WG
 - Interested WGs may all be in one CG
 - Interested WGs may not be in the same CG
 - WG Chairs coordinate with MORS Office for classroom

How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Learning Your Teams*

Here is a listing of all the composite groups and working groups for the next symposium:

- **CG A - Strategic & Defense**
 - WG 1 - Strategic Operations
 - WG 2 - NBC Defense
 - WG 3 - Arms Control and Proliferation
 - WG 4 - Air and Missile Defense
- **CG B - Space/C4ISR**
 - WG 5 - OP Contribution of Space Systems
 - WG 6 – Battle Mgmt / Command & Control (BMC2)
 - WG 7 - ISR and Intelligence Analysis
 - WG 8 - Information Operations/
Information Warfare
 - WG 9 - EW and Countermeasures
 - WG 10 - Military Environmental Factors
- **CG C - Joint Warfare**
 - WG 11 - Unmanned Systems
 - WG 12 - Land & Expeditionary Warfare
 - WG 13 - Littoral Warfare and Regional Sea Control
 - WG 14 – Strike Warfare
 - WG 15 - Air Combat Analysis & Combat ID
 - WG 16 - Special Operations & OOTW
 - WG 17 - Joint Campaign Analysis

How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Learning Your Teams*

Composite groups and working groups (continued):

- **CG D - Resources/Readiness/Training**
 - WG 18 - Mobility and Transport of Forces
 - WG 19 - Logistics, Reliability and Maintainability
 - WG 20 - Manpower and Personnel
 - WG 21 - Readiness
 - WG 22 - Analytical Support to Training
 - WG 23 - Battlefield Performance, Casualty Sustainment and Medical Planning
- **CG F - Acquisition**
 - WG 24 - Measures of Effectiveness
 - WG 25 - Test & Evaluation
 - WG 26 - Analysis of Alternatives
 - WG 27 - Cost Analysis
 - WG 28 - Decision Analysis
- **CG G - Advances in Military OR**
 - WG 29 - Modeling Simulation & Wargaming
 - WG 30 – RMA, Transformation, HLD & Counter-Terrorism
 - WG 31 - Computing Advances in MOR
 - WG 32 - Social Science Methods
 - WG 33 - Warfighting Experimentation

How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Learning Your Teams*

- The WG/CG Coordinator is another individual that WG Chair can approach for advice and assistance
 - WG/CG Coordinator may have one or more assistants
- The WG/CG Coordinator is a member of the MORS Board of Directors and is selected for the position because of their experience as a WG Chair and/or a CG Chair
- The WG/CG Coordinator's (and any of their assigned assistants) goal is to support its working groups. They
 - Have a great deal of experience
 - May have suggestions to solve your particular issues
 - Just contact them and ask!

How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Learning Your Teams*

- Another team the WG Chair can rely on is the MORS Office. The individuals in the office can provide:
 - Copies of your working group guidance
 - Assistance with speaker registration, security and disclosure form processing and special logistical arrangements for particular sessions
 - Status of all your working group's paperwork
 - Coordination when
 - A paper is being considered for more than one working group
 - Possible Joint session
 - The offerer doesn't know which WG to submit their paper
- If you have questions, don't hesitate to ask.
- They need your input to help you make things run smoothly.

How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Working Group Guidance*

- Now that you know who your “team-mates” are, what guidance is available as your prepare to start?
 - WG Charter
 - Annual symposium theme
 - WG Prospectus
 - Past symposia critiques



How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Working Group Guidance*

- **WG Charter**
 - Available from the MORS Office
 - Describes general guidance for the working group
- **Annual symposium theme**
 - The Program Chair will select a theme for the upcoming symposium
 - The theme will be approved by the Board of Directors
 - The Program Chair will inform the WG/CG Coordinator of the approved theme
 - The WG/CG Coordinator will inform all of their CG Chairs and WG Chairs

How to be a Successful Working Group Chair

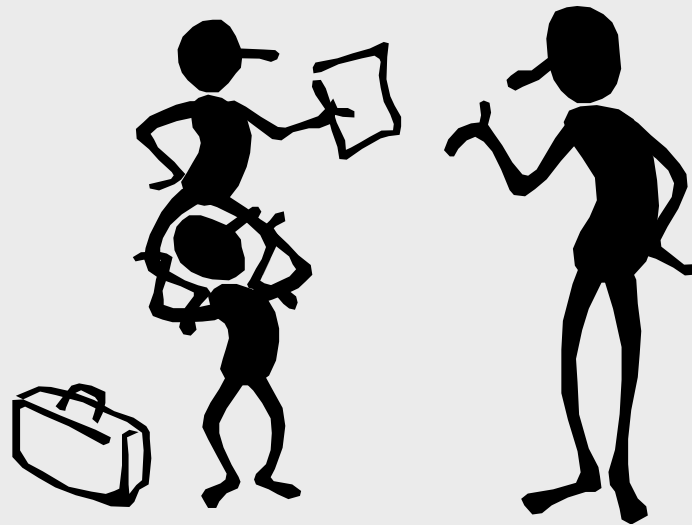
Module 2: HOW DO YOU START: *Working Group Guidance*

- **WG Prospectus**
 - Previous version available from the MORS Office
 - WG Chair responsible for updating the prospectus to:
 - Be consistent with the approved annual symposium theme
 - Highlight the WG intentions for the symposium
 - Revised prospectus will be submitted to the MORS Office by the end of September preceding the next annual symposium
 - Will be included in the Announcement and Call for Papers (ACP)
- **Past symposia critiques**
 - May be available for review from the MORS Office or the previous WG Chair

How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Soliciting Papers*

- Your team members are in place and you have reviewed the available guidance for your Working Group.
- What's Next? → *To start soliciting papers.*



How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Soliciting Papers*

- Your Working Group Prospectus was revised to be consistent with the Annual Symposium Theme and included in the MORS Announcement and Call for Papers (ACP).
- However, do not expect the ACP to produce all of the papers you will need, or the right balance of content to fit your plan.
 - Experience has shown that less than half of your quality papers will come directly from the ACP.
 - The remainder, and generally the highest quality, come from your active solicitation.
 - You want to strive to fill all sessions allocated to your working group with meaningful presentations.

How to be a Successful Working Group Chair

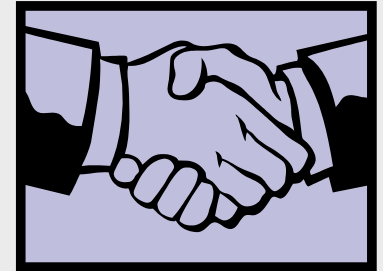
Module 2: HOW DO YOU START: *Soliciting Papers*

- Where can you solicit?
 - Explore the technical community:
 - To create broad interest in your working group, you need to seek wide representation of the technical community.
 - Here is a great place to use your advisor. Most WG Advisors are past WG Chairs and have extensive contacts in the technical community.
 - Use your Co-Chairs:
 - Ask them to solicit papers in a specific area of interest or from a particular part of the technical community.
 - You can ask them to set up a whole session centered in an area of their expertise.
 - Here's where a broad representation of the technical community and the services within the working group leadership will pay big dividends.

How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Soliciting Papers*

- Where can you solicit? (continued)
 - Use your Composite Group Chair or Co-Chairs:
 - Your working group belongs to a composite group.
 - One of the goals of the composite program is to support its member working groups.
 - In most cases, the CG leadership has a great deal of experience and may have suggestions in solving your particular problem.
 - Send solicitation letters:
 - Describe what you are requesting (include a copy of your prospectus).
 - Can be sent to previous WG attendees, senior military officials and senior contracting personnel.



The bottom line → *Networking* is key!

How to be a Successful Working Group Chair

Module 2: HOW DO YOU START: *Summary*

- In this module, you were introduced to your team-mates, available working group guidance and where to solicit papers.



- In the next module, you will be provided suggestions using the papers received to develop your sessions and involve your speakers.

How to be a Successful Working Group Chair

This completes
Module 2: HOW DO YOU START

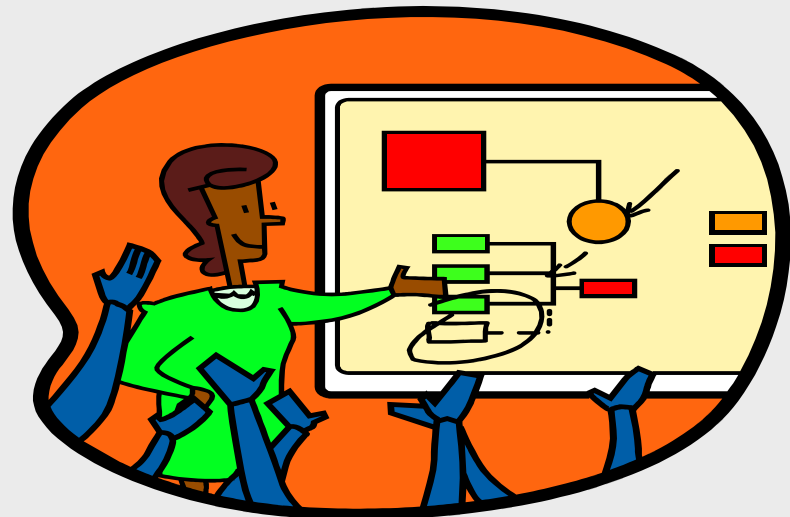
Continue to
Module 3: SESSIONS & SPEAKERS

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Objective*

After completing this module, the prospective Working Group Chair will learn some suggestions about:

- Developing sessions
- Involving speakers



How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: Agenda

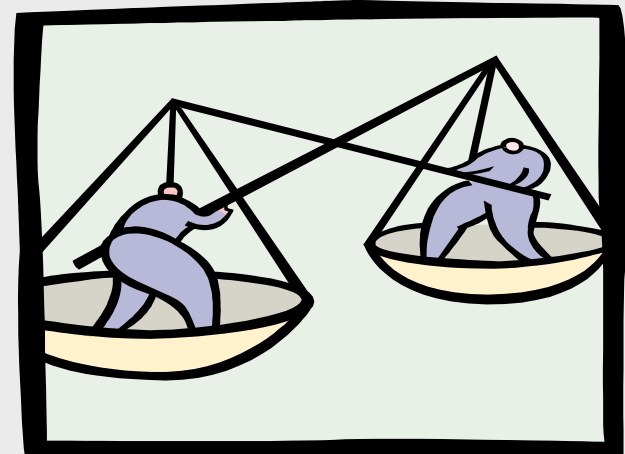
- This module will cover:
 - Developing sessions
 - Balance
 - Mix government and contractor
 - Theme
 - Create variety
 - Presentation time
 - Back-ups
 - Involving speakers
 - Keep offerers informed
 - Abstract status
 - Notification letters
 - Symposium preparations



How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Developing your Sessions*

- Your active solicitations were successful, now how do you develop your sessions?
- Just remember three key points:
 - Balance is the KEY
 - “Variety is the spice of life”
 - Presentation length



How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Developing your Sessions*

- Balance is the KEY –
 - Any group of papers dealing with a general subject area will have natural groupings and may suggest a flow of presentations.
 - Strive to “go with the flow.”
 - However, be aware of a few historical lessons learned:
 - Mix government (especially military) and contractor presenters within each session.
 - Military presenters, especially discussing a high profile program, tend to draw larger audiences.
 - Sessions devoted solely to modeling or methodology attract only a small subset of potential participants – mix the types of presentations.
 - Vary the session format when practical.

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Developing your Sessions*

- “Going with the flow” or creating session themes –
 - Theme development –
 - Although your working group has an assigned general area of interest, it is helpful to develop a general focus or sub-theme for each session.
 - This allows identification of areas that may require effort towards recruitment of papers.
 - The WG Chair can assign their Co-Chairs to be responsible for a session(s) in their area of expertise or interest.
 - Central theme for sessions reduce disruptions –
 - The theme focuses participants on a particular subject area.
 - It also reduces the number of people leaving mid-session because of shifting subject area.

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Developing your Sessions*

- “Variety is the spice of life” –
 - Variety in session format contributes to the general quality of a working group’s activities.
 - However, do not alter the format simply for a change. Use different formats to:
 - More effectively address specific topics,
 - Strengthen weaker papers, or
 - Present differing views
 - The WG Chair’s goal is to keep participation high and interest new participants.

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Developing your Sessions*

- **Session Variety: Different formats –**
 - **Discussants:**
 - A good discussant can put a paper in perspective, highlighting its positive contribution as well as its limitations.
 - To use discussants, the speaker should provide their presentation to the discussant prior to the symposium for review.
 - Also, the WG Chair needs to leave extra time in the session schedule for the inevitable lively discussions that will follow.
 - **Panel Discussions:**
 - Invite a panel of experts, representing the various positions of the issue.
 - Start the session with comments by each expert and follow with questions and answers.
 - Encourage the experts to question each other.
 - Ideal for joint sessions with other working groups.
 - **Joint Working Group Sessions:**
 - One way to encourage “big name” speakers to participate.
 - The cross-fertilization of ideas and approaches can be invigorating.
 - May be a limitation of large meeting rooms. Be sure to coordinate with the MORS Office.

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Developing your Sessions*

- Session Variety: Different types –
 - Work-in-Progress Papers:
 - Many people are reluctant to present incomplete work or interim results.
 - However, the feedback can be invaluable to the presenter.
 - It is the challenge of the WG Chair to design and lead a session which provides positive response to the presenter.
 - Encourage the presenter to end the presentation with unresolved issues to focus the discussion.
 - State-of-the-Art Presentation:
 - Invite a speaker to provide an overview of the “leading edge” work in progress.
 - The brief can highlight controversial issues and approaches, and conclude with suggestions of important research topics.
 - After the presentation, allow time for lengthy discussion within the working group.
 - Demonstration:
 - Instead of just briefings, include demonstrations of work completed in your working group’s area of interest.
 - Instead of just listening, your participants can be stimulated visually with a demo.

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Developing your Sessions*

- Session Variety: Other –
 - Interdisciplinary Flavor:
 - Reach out to other disciplines whose work may be of interest to your group.
 - Possibilities include history, psychology, social sciences, engineering and statistics.
 - To make such a session productive, YOU must be prepared to lead a discussion that will illuminate how the speaker’s ideas could be used in your area.
 - “Pro & Con” Presentation:
 - Invite speakers to provide presentations on different “sides” of the same issue.
 - After the presentation, allow time for lengthy discussion within the working group.
 - Participant Response Time:
 - Set aside one session (or portion of a session) to allow for exchange among the participants.
 - Lead the participants in a discussion that elicits comments on major analytical or modeling efforts being conducted in their organizations.
 - Keep it fairly general to insure that proprietary or security restrictions do not interfere.

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Developing your Sessions*

- Presentation length –
 - Scheduling presentations –
 - With 90-minute sessions, past experience indicates that approximately 30 to 40 minutes per presentation is generally the most effective time allocation → *this includes discussion time!*
 - AVOID trying to CRAM too many papers into one session.
 - You MUST allow time for spontaneity and interaction between the participants.
 - Filling gaps –
 - Expect some presentation attrition at the last minute.
 - Do not compensate by changing the schedule (some presenters may be presenting in more than one working group).
 - Options for filling gaps include:
 - Use backup papers,
 - Extend the discussion on an interesting paper, or
 - Discuss in-progress work among the attendees.
 - Plan ahead! Keep up with your planned backups – you may need to contact them quickly.

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Involving Speakers*

- Now that have solicited papers and organized your sessions, you also must remember to keep your speakers involved.
- Areas to communicate with your speakers include:
 - Keep offerers informed
 - Abstract status
 - Notifications
 - Symposium preparations



How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Involving Speakers*

- Keep offerers informed –
 - Let the authors of submitted abstracts know as soon as possible about the status of their abstract.
 - Once you have set your session agenda, let the presenters know their presentation time.
 - Authors appreciate the personal contact.
 - You will be able to identify any scheduling conflicts with other working groups early – before the Symposium.
- This can be accomplished with phone calls, letters, e-mails and/or meetings.

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Involving Speakers*

- Abstract status –
 - Need the preliminary /unsigned versions early (i.e., October – December) for your working group’s session planning
 - Need the final / approved for public release versions by March for inclusion into the Symposium program.
- Notifications –
 - Standardized letters or e-mails to notify the potential presenter on the status of their submitted abstract.
 - Modified for the specific author and presentation
 - Recommended notifications include:
 - Response – abstract received
 - Acceptance – abstract accepted (must be done by mid-February)
 - Rejection – abstract reject with reasons why rejected (must be done by mid-February)
 - Alternate paper – abstract accepted as an alternate or backup paper
 - Remember to keep the MORS Office informed of your accepted papers.

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Involving Speakers*

- Symposium preparations –
 - Once you have notified your speaker that their presentation has been accepted, you will need to keep them informed of the symposium preparations.
 - Recommended information to discuss with your speakers include:
 - Maximum presentation time (*including discussion time*) –
 - Keep to your time allocation, especially for the first presentation of the session. Too many papers get shortchanged on the discussion time because they are “last up” in the session.
 - Be aggressive and keep the presenter on time.
 - Recommend to use display cards indicating time remaining (*including discussion time*) to warn the presenter that time is about up.
 - Do not let the presenter spill over into planned discussion time.
 - Remember, the working group participant’s time (for discussion) is as important as the presenters.

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Involving Speakers*

- Symposium preparations (continued) –
 - Other recommendations for discussion include:
 - Classification –
 - Know what classification your speaker’s brief will be
 - Track submission of your speaker’s disclosure forms with the MORS Office
 - **DO NOT** schedule any classified sessions after 1200 on the third day
 - MORS Paperwork –
 - The MORS Office will be tracking your presenter’s paperwork (abstract approved for public release, disclosure form, registration, ID status, etc.)
 - Work with the MORS Office to ensure your speakers have all required paperwork in on time
 - DTIC Submission –
 - Inform your speakers that they have the opportunity to submit their papers to the Defense Technical Library
 - Speaker Biographies –
 - Request copies of your speaker’s biographies to be able to properly introduce them
 - Audio-Visual Equipment –
 - Determine from the MORS Office what audio-visual equipment will be available in your classroom
 - Determine from your speaker what additional audio-visual equipment will be requested
 - Coordinate with the MORS Office for these additional requests

How to be a Successful Working Group Chair

Module 3: SESSIONS & SPEAKERS: *Summary*

- In this module, initially you were provided some examples on how to develop your sessions with balance, variety and presentation length. Then you were shown ideas on how to keep your speakers involved and informed prior to the symposium.
- In the next module, you will learn about the annual symposium and then be provided with suggestions on how to prepare for it as the Working Group Chair.

How to be a Successful Working Group Chair

This completes
Module 3: SESSIONS & SPEAKERS

Continue to
Module 4: ANNUAL SYMPOSIUM

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *Objective*

After completing this module, the prospective Working Group Chair will learn more about the Annual Symposium, including:

- An overview of quality working groups
- Suggestions for before the symposium
- Responsibilities during the symposium
- Recommendations after the symposium

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *Agenda*

- This module will cover:
 - Overview
 - Attendance
 - Quality sessions
 - Building working group loyalty
 - Before the Symposium
 - Reviewing papers
 - Preparing the critique
 - Advertising
 - During the Symposium
 - Working Group / Composite Group Chair meetings
 - Welcome remarks during the first session
 - Keeping on schedule
 - Best paper submission
 - After the Symposium
 - Thank you letters
 - Recognition letters
 - Completion certificates
 - Passing information to relief

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *Symposium Overview*

- You and your team have successfully solicited papers, you have developed your sessions (with balance and variety), and you are keeping your speakers informed. What else should you do?
- First, let's highlight some points that contribute to maintaining quality working groups:
 - Attendance and participation
 - Quality sessions
 - Loyalty and tradition



How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *Symposium Overview*

- Attendance –
 - Attendance is important to quality working groups.
 - Good participation is as important as good papers to a working group's success.
 - Quality of presentation, discussion opportunities, and session atmosphere / conduct all contribute to that goal – i.e., a quality working group.
 - The leadership of a quality working group strives to develop and maintain a core of loyal participants.

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *Symposium Overview*

- **Quality Sessions –**
 - The key to building a lasting constituency for your working group is to provide a quality product at each session.
 - Always strive for quality, even at the expense of quantity.
 - Fewer quality sessions focused on the pressing issues of interest to your participants is always preferable to a full schedule of sessions filled with poor quality papers.
 - The Working Group Chair is responsible for the quality of presentation – *set standards and stick to them.*

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *Symposium Overview*

- Loyalty and Tradition –
 - Over the years, some MORSS working groups have developed a fiercely loyal constituency.
 - This has contributed to sustained attendance and enthusiasm year after year.
 - Quality papers flow into these working groups and the momentum is maintained.
 - If you are not chairing one of these working groups, try the following to build some cohesiveness:
 - Organize a Working Group Leadership dinner on Monday night prior to the Symposium
 - Organize a Working Group dinner on Tuesday night after the Mixer.
 - These are excellent ideas to foster group interaction and if sustained over a couple of years, can become a tradition that continues to build loyalty and attendance.

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *Before the Symposium*

- Now that you've learned about ideas to create and maintain a quality working group, what can you do before the symposium to be better prepared?
- You can:
 - Request and review papers
 - Prepare a critique for participant comments
 - Advertise at the symposium



How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *Before the Symposium*

- Request and Review papers –
 - In your acceptance notification letter, you can request to review your speaker’s presentations prior to the symposium.
 - In this review, you want to ensure:
 - Presentation quality
 - The content is “in line” with the working group prospectus and overall symposium theme
 - Analysis is included in the presentation
- Prepare Working Group Critique –
 - To ensure a quality working group, the chair should consider their participant’s comments and concerns.
 - To accomplish this, the chair can:
 - Review the previous critiques (if available)
 - Revise the current critique form (or develop a new one if not available)
 - Take into account previous comments and concerns while preparing for the current symposium to help build working group loyalty

How to be a Successful Working Group Chair

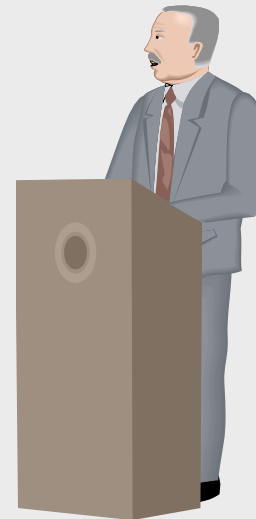
Module 4: ANNUAL SYMPOSIUM: *Before the Symposium*

- Advertising –
 - A majority of the Symposium attendees participate in more than one working group – they *shop* for what interests them.
 - Prior to the Symposium –
 - Send a letter / e-mail advertising the year’s working group session schedule, highlighting some *key* presenters.
 - Can send to previous working group attendees, key military organizations, and key contractor groups
 - Prepare a poster(s) advertising your working group highlights.
 - At the Symposium –
 - Post the working group advertising poster in one or two prominent places, i.e., the MORS Office, near where your working group’s classroom, etc.
 - This can reduce confusion and help get interested participants to the right session.

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *During the Symposium*

- You have completed everything suggested prior to the Symposium. What are your responsibilities during the Symposium?
 - Attend meetings
 - Welcome remarks
 - Keep on schedule
 - Select working group “Best Paper”



How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *During the Symposium*

- Attend Meetings –
 - There are three meetings held during the Symposium that Working Group and Composite Groups Chairs should attend:
 - WG/CG Warm-up:
 - First thing Tuesday morning
 - WG/CG Coordinator disseminates information for the Symposium
 - WG/CG Coordinator passes out any additional paperwork or handouts
 - WG/CG Chair Town Hall meeting:
 - First thing Wednesday morning
 - Forum with MORS leadership to encourage better communications
 - Recommend mentioning this meeting during your working group welcome remarks on Tuesday to solicit ideas and comments from your working group participants
 - WG/CG Wrap-up:
 - During last Special Session time on Thursday
 - WG/CG Coordinator disseminates any final information
 - WG/CG Chairs turn in required paperwork
 - Recommend bringing relief

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *During the Symposium*

- Welcome Remarks –
 - Presented at the beginning of the first working group session.
 - Remarks should include comments to set the stage for the Symposium:
 - Introductions
 - WG leadership (current and then next year's)
 - Unless size and time prohibitive, ask the participants to introduce themselves including where they are from and what they are currently working on
 - Review session schedule
 - May include a few words on each presentation, advertising “highlight” sessions
 - Hand out an updated schedule (if necessary)
 - Distribute new abstracts (if not included in final program)

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *During the Symposium*

- Keep on Schedule –
 - As presented in Module 3, “Sessions and Speakers,” ensure you keep to your time allocation.
 - Use display cards indicating time remaining to warn the presenter that time is about up.
 - Use backups to cover cancellations.
 - Be flexible.
- Select Working Group “Best Paper” –
 - Working Group leadership listen to all presentations and decide on which presentation forward as the WG’s “Best Paper.”
 - Some recommended criteria for consideration include:
 - Presentation “in-line” with WG Prospectus and Symposium Theme
 - Analysis conducted and included in the presentation
 - The work *was* completed by the authors / presenters

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *After the Symposium*

- The Symposium is over and your working group was a success!

CONGRATULATIONS!!!!



- Are you done? No. There are still a few items recommended that you should complete:
 - Thank you letters / e-mails
 - Recognition letters
 - Certificates of Appreciation
 - Turnover, if necessary

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *After the Symposium*



- Thank You Letters / E-mails –
 - Your working group was a success and that’s the results of many hard-working individuals.
 - It is suggested that you send Thank You’s to:
 - Your WG Team: Co-Chairs and Advisor
 - Your presenters
 - Those who supported you: MORS Office personnel, CG Chair, other WG Chairs you worked with, and WG/CG Coordinator
 - These letters should:
 - Be no more than a couple of paragraphs in length
 - Highlight something specific about the individual you are thanking.

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *After the Symposium*

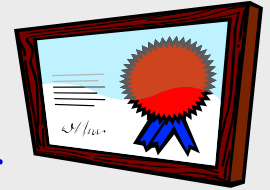


- Recognition Letters –
 - Recognition letters are another recommendation.
 - They are just like thank you letters, but they are sent to the managers of the individuals you sent Thank You Letters.
 - In these letters, you can:
 - Thank the managers for supporting the individuals attending the MORS Symposium, and then
 - Recognize the individual(s) by highlighting a specific accomplishment

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *After the Symposium*

- Certificates of Appreciation –
 - In addition to Thank You and Recognition Letters, another suggestion is creating “certificates of appreciation” for the individuals you are thanking.
 - These certificates should highlight their accomplishments for your working group.
 - They can be signed by the WG Chair and Advisor.
 - They can be sent:
 - To the managers with the Recognition Letters, recommending they be presented at an appropriate recognition ceremony, or
 - To the individuals with the Thank You Letters, if you are not sending a Recognition Letter.



How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *After the Symposium*

- **Timing –**
 - When should these letters and certificates be sent?
 - It is highly recommended they be sent within 2 to 4 weeks after the Symposium
 - You want the Thank You and/or Recognition to be as soon as possible after the Symposium, while it is still “fresh” in everyone’s minds.



How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *After the Symposium*

- Turnover –
 - If a relief is planned for the next MORSS, you should have already identified and contacted a replacement prior to the Symposium – one that has the time and organizational commitment to support MORS and the Symposium.
 - Prior to the end of the three days at the WG/CG Wrap-up Session, you should provide your relief the following:
 - Optional WG Chair Notebook
 - Completed WG critique / comment forms
 - Lessons learned during the year
 - Any other information that may help them for next year

How to be a Successful Working Group Chair

Module 4: ANNUAL SYMPOSIUM: *Summary*

- In this module, you were provided information on quality working groups and suggestions for before, during and after the Symposium.
- In the last module, you will be introduced to some ways for “keeping on track” and being ready for the Symposium.



How to be a Successful Working Group Chair

This completes
Module 4: ANNUAL SYMPOSIUM

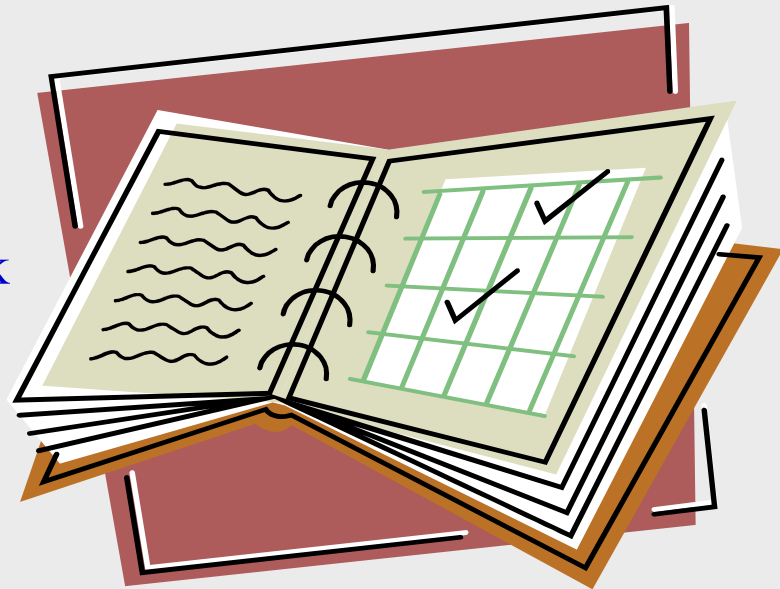
Continue to
Module 5: KEEPING ON TRACK

How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *Objective*

After completing this module, the prospective Working Group Chair will learn about a couple of opportunities for “keeping on track” and being ready for the Annual Symposium:

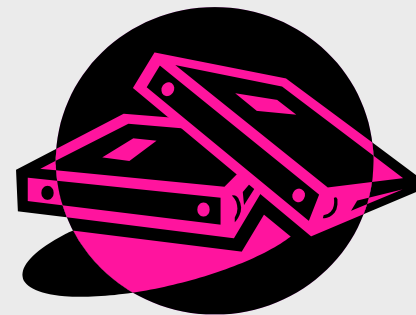
- MORS Office interaction
- Optional WG Chair Notebook



How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *Introduction*

- This module will cover:
 - MORS Office Interaction
 - Key planning dates
 - Required paperwork from speakers
 - Book of Abstracts – final program
 - Quick Reference Program Schedule
 - Audio-Visual requests
 - Optional Working Group Chair Notebook
 - Timeline / Plan of Action and Milestones
 - Symposium-related Information
 - Sample Letters
 - Working Group Database



How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *MORS Office Interaction*

- In the last three modules, you have learned how to start, how to plan sessions and involve your speakers, and how to prepare for the Annual Symposium. All set, right?
- Well, there's a lot of information to remember, so how can you keep on track?
- One way to keep on track is interacting regularly with the MORS Office. Some areas to work with them are:
 - Key planning dates
 - Required paperwork
 - Information books
 - Audio-visual requests

How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *MORS Office Interaction*

- **Key Planning Dates / Important Deadlines –**
 - **Key Planning Dates –**
 - Information needed before the Symposium Announcement and Call for Papers (ACP) is published.
 - MORS Office will contact WG Chairs.
 - Items include: WG leadership contact information and WG Prospectus
 - **Important Deadlines –**
 - Provided in the ACP and on the MORS web-site (www.mors.org).
 - Incorporated into the WG/CG Coordinator's timeline.
 - Items include: abstract submission, acceptance/rejection notification, required paperwork, registration deadlines, etc.

How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: MORS Office Interaction

- Required Paperwork –
 - Abstract: Unclassified and Approved for Public Release
 - Application
 - MORS Identification
 - Government or Contractor:
 - Disclosure Forms
 - Personal Security Forms
- Assist the MORS Office by not only submitting your paperwork on time, but also ensuring your WG leadership and speakers submit their paperwork on time.



How to be a Successful Working Group Chair

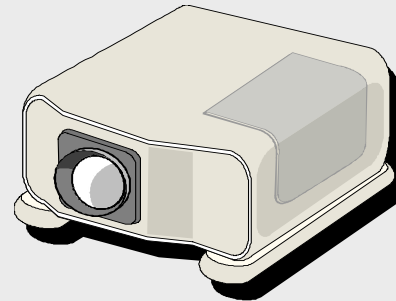
Module 5: KEEPING ON TRACK: *MORS Office Interaction*

- Symposium-related Information Books –
 - MORS Office will provide format, WG Chair provides information.
 - Announcement and Call for Papers (ACP):
 - Sent out in the fall prior to the Symposium
 - Contains: important deadline dates, general Symposium information, working group leadership contact information, working group prospectuses and abstract submission forms
 - Final Program and Book of Abstracts:
 - Received at the Annual Symposium
 - Detailed information on the Symposium
 - Lists each working group with leadership names / organizations, room location, classroom map, and all abstracts submitted on time
 - Quick Reference Program Schedule:
 - Received at Annual Symposium
 - Overview of the Working Group session schedules
 - Lists each working group leadership names, classroom assignments, presentation titles and authors (no abstracts)

How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *MORS Office Interaction*

- **Audio-Visual Requests –**
 - MORS Office will provide information on what equipment will be provided in each classroom.
 - WG Chairs solicit additional requests from their presenters.
 - WG Chairs coordinate with the MORS Office for the additional requests.



Any Questions → Just ask the MORS Office!

How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *Optional WG Chair Notebook*

- Another way to ensure you are on track is using the material in the optional Working Group Chair's Notebook.
- The WG Chair you relieved may provide your working group's notebook at the Symposium.
 - Some WG Chairs are fortunate enough to have a notebook passed down to them from their predecessors.
 - WG Chairs are encouraged to maintain a notebook to pass on to their successors.
 - If not available, there may be limited support from the MORS Office for sample electronic files, i.e., sample form letters, sample e-mails, etc.
- In the notebook, the following information may be available:
 - Timeline or Plan of Action and Milestones (POA&M)
 - Symposium-related information
 - Sample letters
 - Database of previous working group attendees

How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *Optional WG Chair Notebook*

- **Timeline or Plan of Actions and Milestones (POA&M) –**
 - If available,
 - It is a listing of suggested dates to complete tasks in preparation for the Annual Symposium.
 - Due dates are suggestions and can be adjusted by the WG Chair
 - Start with the one used for the previous year and update it with information from the MORS Office (i.e., key planning dates, important deadline dates), the WG/CG Coordinator and your CG Chair.
 - Serves as a written reminder for the WG Chair to keep on track.
 - The WG Chair can include additional information, as necessary
 - If not available, the WG Chair can use the key planning dates and important deadlines from the MORS Office as a foundation in creating their own timeline.

How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *Optional WG Chair Notebook*

- Symposium-related Information –
 - Some of the background information included is:
 - “Quality Working Groups” from the MORS Organization Manual
 - This section was used as a foundation for this tutorial
 - This section is available on the MORS web-site
 - “The World of MORS” which provides an overview of the Military Operations Research Society including a listing of the next Annual Symposium leadership and WG/CG structure.
 - Copies are available from the MORS Office

Date: 1 Dec 1999

 ORGANIZATION MANUAL

Part: III – **OTHER POLICY AND PROCEDURES**

Page: 1

Section: D – **VP for Meeting Operations**

Subsection 1 – **Symposium**

Appendix d – [Quality Working Groups](#)

How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *Optional WG Chair Notebook*

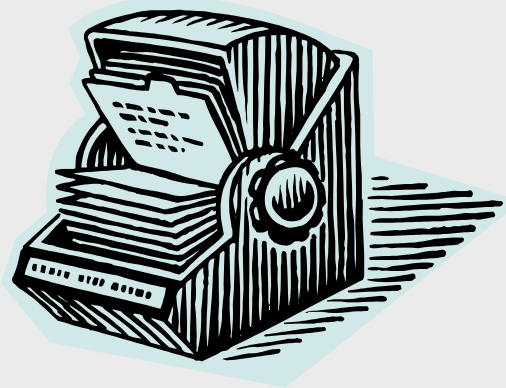
- Sample Letters –
 - The following sample letters are included in the optional WG Chair Notebook:
 - Solicitation letters
 - Speaker letters
 - Response
 - Acceptance
 - Rejection
 - Alternate paper (backup)
 - Symposium information
 - Thank you letters
 - Recognition letters



How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *Optional WG Chair Notebook*

- Working Group Database –
 - A listing of previous working group attendees with contact information may be available in the optional WG Chair Notebook.
 - May be used for individuals to send solicitation and advertisement letters.



How to be a Successful Working Group Chair

Module 5: KEEPING ON TRACK: *Summary*

- In this module, you were offered suggestions on how to “keep on track” in preparing for the Annual Symposium.
- By following these recommendations, along with those provided in the previous three modules, you should be ready for a *great* year and a successful symposium!
- Just remember to *HAVE FUN!*
- Finally,

CONGRATULATIONS on being selected
as a Working Group Chair!