

THE PARTICIPATION OF ARMY ORGANIZATIONS IN THE DEVELOPMENT OF A DEFENSE MENTALITY IN BRAZIL

A PARTICIPAÇÃO DAS ORGANIZAÇÕES MILITARES DO EXÉRCITO NO DESENVOLVIMENTO DE UMA MENTALIDADE DE DEFESA NO BRASIL

LA PARTICIPACIÓN DE ORGANIZACIONES MILITARES DEL EJÉRCITO EN EL DESARROLLO DE UNA MENTALIDAD DE DEFENSA EN BRASIL

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ABSTRACT

A manuscript known as "Immortal Commitment", 1645, is the first known manifestation of the mentality of defense of the "Patria" in Brazil. Independence and Republic were pro-claimed without a national mobilization around the theme "defense"; the War of the Triple Alliance (1865-1870) and Brazil's participation in the 2nd World War (1943-1945) did not ignite the Brazilian people to the need to think about defense: it was not perceived then, nor is it perceived today, that Brazil is under threat. On the other hand, the Brazilian Army enjoys high levels of credibility and respectability. In their passage through military service, young people internalize important values such as civic pride, patriotism, responsibility, honesty, team spirit, sense of duty and defense mentality. Interactions between military organizations and civilian segments of society contribute to develop a defense mentality. What are the initiatives leading to this? What environmental conditions favor this mentality? Which of them are subject to duplication? The aim of this study is to investigate the contribution of military organizations to develop a defense mindset in Brazil.

Keywords: Defense Mentality. Armed Forces. Brazilian Society. National Defense. Society Values.

RESUMO

Um manuscrito conhecido como "Compromisso Imortal", de 1645, é a primeira manifestação conhecida sobre a mentalidade de defesa da "Pátria" no Brasil. Independência e República foram proclamadas sem uma mobilização nacional em torno do tema "defesa"; a Guerra da Tríplice Aliança (1865-1870) e a participação do Brasil na 2ª Guerra Mundial (1943-1945) tampouco inflamaram o povo brasileiro para a necessidade de se pensar em defesa: não se percebia nem se percebe hoje que o Brasil esteja sob ameaça. Por outro lado, o Exército Brasileiro goza de elevados índices de credibilidade e respeitabilidade. Em sua passagem pelo Serviço Militar, os jovens internalizam importantes valores, como civismo, patriotismo, responsabilidade, honestidade, espírito de equipe, senso de cumprimento do dever e mentalidade de defesa. Interações entre organizações militares e segmentos civis da sociedade contribuem para desenvolver uma mentalidade de defesa. Mas, quais são as iniciativas nesse sentido? Que condições ambientais as favorecem? Quais são passíveis de duplicação? O objetivo do presente estudo é investigar a contribuição das organizações militares para desenvolver uma mentalidade de defesa no Brasil.

Palavras-chave: Mentalidade de Defesa. Forças Armadas. Sociedade Brasileira. Defesa Nacional. Valores da Sociedade.

RESUMEN

Un manuscrito conocido como "Compromiso Imortal" (Compromiso Inmortal), de 1645, es la primera manifestación conocida sobre la mentalidad de defensa de la "Patria" en Brasil. La Independencia y la República se proclamaron sin una movilización nacional alrededor del tema "defensa"; la Guerra de la Triple Alianza (1865-1870) y la participación de Brasil en la II Guerra Mundial (1943-1945) tampoco inflamaron al pueblo brasileño hacia la necesidad de pensarse en la defensa: no se percibía ni se percibe hoy que Brasil esté bajo amenaza. Por otro lado, el Ejército Brasileño goza de elevados índices de credibilidad y respetabilidad. En su paso por el Servicio Militar, los jóvenes internalizan importantes valores, como civismo, patriotismo, responsabilidad, honestidad, espíritu de equipo, sentido de cumplimiento del deber y mentalidad de defensa. Interacciones entre organizaciones militares y segmentos civiles de la sociedad contribuyen para desarrollar una mentalidad de defensa. Pero, ¿cuáles son las iniciativas en este sentido? ¿Qué condiciones ambientales las favorecen? ¿Cuáles permiten duplicación? El objetivo del presente estudio es investigar la contribución de las organizaciones militares al desarrollo de una mentalidad de defensa en Brasil.

Palabras clave: Mentalidad de Defensa. Fuerzas Armadas. Sociedad brasileña. Defensa nacional. Valores de la sociedad.

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I INTRODUCTION

The first manifestation of the defense mentality in Brazil is found in the "Immortal Commitment", in 1645, to defend the Home Country against the Dutch invaders, bringing together the Caucasians, natives and Afro descendants that would form the Brazilian nation.

Although the document that guides Brazilian defense recommends the development of defense mentality, there is no official record of how the Military Organizations (OMs) have been contributing to the achievement of this goal.

In this study defense mentality will be the degree of significance society assigns to National Defense matters and, consequently, to the Armed Forces, measured by the percentage of the GDP destined to Defense, which, in Brazil is under 2% and has been decreasing for more than 10 years.

For requiring a deeper search, the relationship between the OMs and the GDP parameter is out of the scope of this work, whose focus is to investigate the defense mentality in the context of the most important Acts and Laws providing on defense, and a qualitative approach is adopted to the collection of perceptions of civilians and the military about these actions.

As an example this study presents initiatives promoted by the 3rd R Tank Regiment (Ponta Grossa – PR) that could be duplicated, as well as from other OMs, which could also contribute to the development of a defense mentality in the Country.

The objective of the research is show that any OM, in any circumstances, can contribute to the defense mentality.

2 DISCUSSION

2.1 Theoretical Grounds

As theoretical grounds this study investigated the allusions to defense mentality in the most important official documents on the subject: The National Defense Policy, the National Defense Strategy, the General Army Commander Directive for the 2011-2014 period, the National Defense White Book and the current version of the National Defense Policy.

2.1.1 National Defense Policy²

The National Defense Policy (BRAZIL, 2005) requires the "involvement of all military and civil sectors in all the spheres of National Power" and intends to "make all segments of society aware that defense of the Nation is a duty of all Brazilians".

6.20 The development of a defense mentality across Brazilian society is critical to raise its awareness of

the significance of the issues involving threats to sovereignty, national interests and the integrity of the national territory (BRAZIL, 2005).

Unipolarity and the asymmetries of power suggest the strategy of resistance that depends on society believing in an defense mentality - which can be developed by actions by the OMs; multipolarity induces States to focus their efforts on the scientific-technological expression of National Power - which can be encouraged by initiatives by the military organizations. Thence, from both stand points, the OMs can contribute to the defense mentality.

The investments made by the State in advanced technology reduce vulnerabilities and increase the level of efficiency of the administrative and military systems; on the other hand, mere perception that the international community covets natural reserves contributes to the development of the defense mentality. Hence, this evidences the opportunity for the OMs to encourage academic research in all areas, from the administrative to the military fields.

The presence of non state players in the scope of conflicts denotes joint civil-military participation in defense activities and regional cooperation, encompassing all fields of National Power, becomes a theme for events to be sponsored by the OMs.

3.6 As a result of its geopolitical position, to Brazil it is important to achieve a deeper involvement in the process of integrated and harmonious development of South America, which, obviously, extends to the area of regional defense and safety (BRAZIL, 2005).

The segment of defense goods and services is a market niche characterized by high technology, which, when developed in the country, contributes to deterrence. The OMs that encourage academic studies and researches, even on themes indirectly related to defense, such as basic energy production research, physiology of exercise, organization and method analysis, as well as materials, food products and production engineering contribute to the development of a defense mentality. The national defense objectives evidence that the subject matter is of interest to all Brazilians:

- I - guaranty sovereignty, national assets and territorial integrity;
- II - Defense of national interests and the Brazilian people, the assets and the resources abroad;
- III - contribution to the preservation of national cohesion and unity;
- IV - promotion of regional stability;
- V - contribution to international peacekeeping and security; and
- VI - projection of Brazil among nations and increased participation in the international decision making processes. (BRAZIL, 2005).

Military deterrence capacity is based on the

² Project submitted to the National Congress for appreciation.

"existence of modern, balanced and equipped armed forces" and on "national mobilization capacity" (BRAZIL, 2005) which are objectives of interest to the whole society.

In managing the international crises the Government will "determine the coordination of the various sectors involved", with the term military understood as "capacity of the Armed Forces and the potential of the national resources that can be mobilized" (BRAZIL, 2005).

6.9 Strengthening the capacity of the Country in the defense area is critical, and shall be obtained through permanent involvement of the governmental, industrial and academic sectors focusing on scientific and technological production and on innovation. The involvement of the defense industry, including mastery of dual-use technologies, is critical to achieve safe and predictable supply of defense materials and services.

The text quoted above evidences that development and permanent involvement of the governmental, industrial and academic sectors may be the object of events promoted by the OMs, with the purpose of encouraging scientific research and absorbing labor coming from military service.

As the PDN stresses that strengthening the presence of the military in the Amazon is of the utmost importance imperative, and recalls that the counter terrorism and cyber defense actions represent an ample field for integration between agencies and the involvement of society, such themes may be approached by the OMs in their interactions with society.

As a rule, it can be evidenced that the guidelines established in the PDN (BRAZIL, 2005) may be suitable subjects for discussion in events like seminars, panels, cycles and similar, namely: improvement of military logistics; improvement of devices against cyber attacks; reinforcement of the transportation, energy and communications infrastructure; encouragement to scientific research, to technological development and to the capacity to produce materials and services of interest to defense; Exchanges between the Armed Forces themselves and also with universities, research institutions and industrial establishments in the areas of interest to defense, and many others.

1.1.2 National Defense Policy

In the guidelines of the National Defense Policy (BRAZIL, 2012b) it is emphasized that in managing international crises the Government "shall be entitled to determine the use of all the expressions of National Power, in different ways, with the purpose of preserving the national interests".

Aiming at the development of this awareness of citizenship, the PND stresses that Mandatory Military Service represents the "assurance of citizens participation

in National Defense, and contributes to the development of the defense mentality across Brazilian society" (BRAZIL, 2012b).

Hence, it can be noted that defense is not a subject to be handled exclusively by the MD or even of exclusive interest of the Armed Forces. The PND states: "the military expression of the Country is based on the capacity of the Armed Forces and on the potential national resources that can be mobilized":

7.7. The governmental, the industrial and the academic sectors engaged in scientific and technological production shall contribute to ensure that the need for defense products is met relying on national technologies obtained by encouraging and fostering the industrial and academic sectors. National industry capacity building, including mastery of dual-use technology, is critical to the supply of defense products (BRAZIL, 2012b).

This integration between different segments of national life is evidenced again in guideline 7.21 of the PND:

Brazil shall seek continuous interaction of the current PND with all other governmental policies, aiming at reinforcing the infrastructure of strategic value to National Interest, especially the transportation, energy and communication infrastructure. (BRAZIL, 2012b)

The PND (BRAZIL, 2012b) reiterates the forewarning (BRAZIL, 2005) about the for State investment in advanced technology sectors and enlarges the six National Objectives of Defense listed in the PND by adding:

- VII – to keep modern, integrated, trained and balanced Armed Forces, with increasing professionalization, operating jointly and appropriately deployed in the national territory;
- VIII – to raise the awareness of Brazilian society of the importance of subject matters related to the defense of the Country;
- IX – to develop the national defense industry, focusing on achieving autonomy with respect to indispensable technologies;
- X – to structure the Armed Forces around capabilities, providing them personnel and materials compatible with the strategic and operational plans;
- XI – to develop the defense logistics and national mobilization potential (BRAZIL, 2012b)

2.1.3 National Defense Strategy

"Develop logistics capacity to increase mobility, above all in the Amazon region" (BRAZIL, 2012c) denotes the importance of providing the Country with transportation, command and control capabilities appropriate to our physiographic features, and constitutes an opportunity to encourage scientific production in logistics-related fields and thereby generating human, material and technological resources that can be mobilized

to meet the defense logistics needs.

Actions like “Develop the repertoire of practices and operational qualification of troops, in order to meet the monitoring/control, mobility and presence requirements”, “Promote in Brazilian military the set of attributes and predicates required by the concept of flexibility” (BRAZIL, 2012c) are capable of developing in the military the ability to act in network, master communication technologies, with training to “approach combat so as to attenuate the rigid and traditional form of command and control to the benefit of adaptability, audacity and surprise in the battlefield” (BRAZIL, 2012c)³.

The integration between the military and the civil segments assumes the development of a defense mentality:

The Armed Forces shall (...) be prepared to quickly increase the human and material resources available to defense. The need for elasticity in the national and military mobilization capacity is hereby expressed. (...) Without ensuring to the Armed Forces the required elasticity, their deterrence and defense potential will be compromised. 22. Qualify the Industrial Defense Base, enabling it to achieve autonomy with respect to technologies that are indispensable to defense. (...) 23. (...) The Mandatory Military Service is one of the requirements if we are to be able to mobilize the Brazilian people towards defense of national sovereignty. It is also an instrument through which the unity of the Nation is professed independent from social class, generating opportunities and encouraging the exercise of citizenship. (...) 24. (...) Brazil's strategic structure shall foresee studies on dual use, that is, to meet the needs of society and the economy of the Country, as well as those of National Defense (BRAZIL, 2012c).

“The whole national strategy is grounded on Brazilian people awareness of the critical significance of the defense problems” (BRAZIL, 2012c). Hence, looking for partnerships with the civil segments of society constitutes a duty of the OM commanders”.

There is a close connection between the National Defense Strategy and the National Development Strategy:

1. The national defense strategy is inseparable from the national defense strategy. The later motivates the first one. And the first one shields the latter. Each one strengthens the motives of the other. In both, nationality is awakened and the Nation is built. (...)
2. (...) The resources needed by defense require changes to the prevailing awareness thereby enabling the establishment of a defense strategy for Brazil (BRAZIL, 2012c).

³ When discharged from active service, these individuals will have internalized obedience, initiative and the ability to adapt orders to reality; having acquired qualification, practicality, technological skills and flexible operational capabilities. This type of professional is quite valuable to the labor market. The OMs just need to establish and maintain partnerships with parties interested in local arrangements (APL) to be able to create opportunities of civil employment as soon as they leave active service.

The Ministry of Defense (MD) is assigned the task of providing clarification and convincing decision makers and the public opinion about defense matters, highlighting Social Communication as “a critical instrument of support to decision making at the various political strategic, operational and tactical levels” (BRAZIL, 2012c). The use of Social Communication to produce a defense mentality in the Country is a responsibility that falls to the OM commanders.

2.1.4 General Directive from the Army Commander 2011-2014

The General Directive from the Army Commander for the 2011-2014 period (BRAZIL, 2011, p. 12) describes procedures such as technological innovation by national industry and the search for resources through partnerships with other agencies.

The General Directive provides on the reinforcement of the Industrial Defense Base (BID) relying on the Army Technology Complex, streamlining of processes by IMBEL, management of the productive chain of interest to the Force and on seeking support “from government research and development agencies” (BRAZIL, 2011, p. 13 - 14).

As to closer ties with the civil segment of society, the document recommends “Further integration between the Army and the Nation”; “Adding value to the military profession”; and “Raising society awareness of National Defense”. It also adds: “Encourage more visits by representatives of Public Powers, members of the academia and opinion makers, generally, to the OMs and the areas where a significant presence of the EB actually exists” (BRAZIL, 2011).

Further along in this Directive advice is provided on the use of the social networks to increase the synergy with audiences, courses to be offered to civilians, ministered by civilian professors of Military History, alignment of post-graduation researches, broader interactions with the academic environment “in the areas of scientific research, education and culture. It also mentions the development of a program to divulge the Organizational Culture (to the internal and external public) and the identification of areas or logistic activities that can be outsourced (BRAZIL, 2011, p. 22).

About mobilization, the Directive recommends the adoption of an adequately elastic system, which will identify the needs and the availability of resources and update planning in “the areas of health, transportation, telecommunications, engineering, maintenance, supply, services and facilities” (BRAZIL, 2011, p. 23).

The same document recognizes Mandatory Military Service as a vector of citizenship and ties between of the Brazilian Army (EB) with the Nation; it recommends that these ties should be broadened through the establishment of Reserve Officers Preparation Centers (Centros de Preparação de Oficiais da Reserva)

-CPOR, Reserve Officers Preparation Nuclei (Centros de Preparação de Oficiais da Reserva (NPOR), Privates and Corporals Training Centers (Tiros de Guerra) and Military Instruction Schools (BRAZIL, 2011, p. 26).

2.1.5 National Defense White Book

The National Defense White Book (BRAZIL, 2012a) discloses Brazilian State thoughts about defense and its broad dissemination invites society to discuss the subject. Prepared counting on the participation of society, the White Book suggests interaction between the military and civilians in the subjects of mobilization, military service and education for defense.

About education for Defense, the White Book highlights the Associations of Graduates of the War College (Associações de Diplomados da Escola Superior de Guerra) - ADESG, on occasion supported by OM facilities and personnel; the recently established Instituto Pandiá Calógeras, to “promote and participate in events on the subject of Defense (...) and to encourage integration with the academic environment”.

With resources for media coverage in areas of conflict, the Joint Center for Brazilian Peacekeeping Operations (Centro Conjunto de Operações de Paz do Brasil) - CCOPAB started to focus on the development of a defense mentality in journalists.

By promoting defense-related events involving the academic, technological and industrial sectors, the OMs contribute to the development of a defense mentality, since a “deep and stable relationship between society and the State” is needed, as the technological and social evolution affect the international relations and the Brazilian defense system:

(...) it is necessary to understand the scenario we have in the present, anticipate future scenarios, identify relevant information, translating it into a state strategy based on the possibilities and capabilities of the technological-industrial defense complex and on the military resources available (BRAZIL, 2012a).

“Several projects exist aiming at an increased social participation in defense and security matters”, such as the Citizen Soldier Project (*Projeto Soldado Cidadão*)-PSC, the North River Course Program (*Programa Calha Norte*) - PCN, the Force in Sport Program (*Programa Forças no Esporte*) (PROFESP) and the Rondon Project (*Projeto Rondon*).

By offering professional qualification to the recruits, the PSC facilitates their access to the labor market. “This initiative was launched in 2004 and encompasses the whole national territory, having already generated benefits to over 100 thousand youths” (BRAZIL, 2012a). The job placement rate of graduates from this Project has reached 67%. Notwithstanding, forwarding youth to the market, the partnership with employers, and periodical monitoring of employability are non-systematized improvements the OMs intend to provide by means of partnerships.

Although offered courses take the regional labor demand into consideration as well as the preferences of youths, the broad range of areas of study and the number of openings are not enough to meet the expectations of young people and local market demand. Additionally this project does not reach the temporary servicemen with longer service time and who also need insertion in the labor market.

Established in 1985, the PCN aims at the occupation and development of the Amazon, relying on resources from the Armed Forces and on agreements with states and city halls.

The Programa Calha Norte transcends the aspect of surveillance of the Amazon region, which is of political-strategic interest. This is a government and inter-sector program involving several state agencies with considerable social reach. (BRAZIL, 2012a).

Whether or not situated or not in the Amazon region, the OMs that sponsor “the sustainable development of the Amazon region” are certainly contributing to the development of the defense mentality.

The objective of the PROFESP is to encourage social integration through sport. As the OMs make available infrastructure, physicians, dentists, coordinators, transportation and monitors, the program enables close contact of teenager athletes and their teachers with the values upheld by the Army, therefor constituting a powerful tool for the development of the defense mentality.

Dating from 1967, the Projeto Rondon enables the participation of university students in the actions directed to municipal development and citizenship, thus creating opportunities for visits by university professors and students who work towards the wellbeing of the population and the efficiency of municipal administration, counting on logistics support from the Armed Forces. By offering opportunities for gathering, lodging, meals, local transportation and safety to the teams, and even by making the project known in the academic environment, the OMs are effectively contributing to the development of a defense mentality.

The numbers of members of the academia interested in National Defense matters has increased since the establishment of the Brazilian Association of Defense Studies (ABED).

The encouragement to the opening of the academic environment to critical consideration of defense matters and, consequently, to the establishment of the institutional conditions required to enable initiatives related to this subject matter in the university environment resulted largely from the advancement of studies and research on international relations (BRAZIL, 2012a).

The awareness that the Country cannot forgo the relations between the States has been increasing,

leading to the creation of specific courses on Defense and the addition of new disciplines in the International Relations and Political Science Courses. Intending to improve research on the Defense area, the Ministry of Defense and the Coordination for the Improvement of Higher Education Personnel (Coordenação para o Aperfeiçoamento de Pessoal de Nível Superior) - CAPES launched the Program of Support to Education and Scientific and Technological Research on National Defense (Pró-Defesa/Pro Defense). This program encouraged the establishment of the Brazilian Association of Defense Studies (ABED), created several policy and strategy study Centers and the Brazilian Antarctic Program (PROANTAR), and sponsors an Academic Congress on a yearly basis.

The Pro-Defense Program was jointly launched in 2005 by the MD and CAPES: to establish academic cooperation networks in Brazil in the area of National Defense; encourage cooperation agreements between higher education institutions, centers of strategic studies and teaching and research military institutions; and to promote the dialogue between civil and military specialists about subjects related to National defense, among other objectives.

The ABED was established in 2005 and results from the joint efforts from researchers, whose purpose was to consolidate the area off science and technology studies focusing on National Defense. Their objective is to "promote the exchange of ideas, the discussion of problems related to that field of knowledge and the development of common interest initiatives" (BRAZIL, 2012a).

The Ministry of Defense has several centers of study, such as the Centro de Estudos da Escola Superior de Guerra (War College Center of Studies); Centro de Estudo Político-Estratégico da Escola de Guerra Naval (Navy War College Center of Political-Strategic Studies); o Centro de Estudos do Corpo de Fuzileiros Navais (Center of Studies of the Marine Corps); o Centro de Estudos Estratégicos do Exército (Army Strategic Studies Center) -(CEEEEx); Instituto Meira Mattos (IMM) at the Army Command and General Staff College (Escola de Comando e Estado-Maior do Exército); and Centro de Estudos Estratégicos da Universidade da Força Aérea (Air Force University Center of Strategic Studies) that contribute to integrate Defense, the academia and other sectors by sponsoring courses, symposiums and other Defense-related activities.

The actions of the PROANTAR also contribute to the development of the defense mentality, as the universities and research institutions develop proposals that result in scientific and technological knowledge on "environmental changes in Antarctica and their global impacts, environmental monitoring and supplementary studies on the local fauna and flora, among others" (BRAZIL, 2012a).

The Academic Congresses aim at the interaction

between students the attending officers school of the Independent Armed Forces and university students all around the country. On average, such Congresses involve program of about one week, comprising "discussions on subjects of national interest besides cultural and social activities" (BRAZIL, 2012a).

In the process of preparation of the National Defense White Book, seminars were organized and a contest of articles was promoted giving the university students the opportunity to write about Defense. Also, the OMs accept invitations for lectures on a wide range of subjects on a regular basis.

The development of the national defense industry and technological independence are critical to equip the Armed Forces and to national development (BRAZIL, 2012a). The MD e and the Brazilian Agency for Industrial Development (ABDI) are surveying the Industrial defense Base (BID) with the purpose of assessing its capacity and potential (BRAZIL, 2012a).

The Industrial Defense Base (BID) is a set of industrial establishments and companies incorporated under the Brazilian law that take part in one or more phases of the research, development, production, distribution and maintenance of defense products. A competitive and sound defense industry generates qualified jobs and encourages technological development with production ramifications to other sectors of the industrial segment (BRAZIL, 2012a).

The participation of the scientific community in the military projects, which includes transfer of defense budget resources, streamlines the development of the projects of interest to Defense.

The interest between civil and military institutions, universities and enterprises is critical to integrate the efforts developed by corporate bodies towards the establishment of high technology poles in several areas (BRAZIL, 2012a).

Towards macro economy development, the defense industry drives all national production sectors:

National Defense represents the "insurance" that the Brazilian State must permanently renew, with stability, regularity and predictability, so as to ensure the existence of an environment favorable to full economic and social environment (BRAZIL, 2012a).

2.2 Methodology

The variables "interactions with the academic environment" and "demobilizations programs" were selected for the research on the participation of the military organizations in the development of a defense mentality in Brazil, from the adoption of the National Defense Policy (BRAZIL, 2005) to this date. The scope of the study comprises the OMs of the Brazilian Army, as well as the garrisons (cities) were they are located.

The qualitative method was selected for involving the description of situations, events, attitudes and interactions of the behaviors targeted by the analysis (MORESI, 2003, p. 69). To this end, a structuralist was adopted aiming at studying "the interdependent and underlying relations of observed phenomena (THIRY-CHEQUES, 2006, p. 1- 2).

On the issue of theoretical reference, it was observed that, although the initiatives to establish partnerships with the civil segment of society may constitute isolate cases, to the Army the search for such partnerships is a duty of the OM commanders.

In order to obtain results, the initiatives designed by the 3rd RCC and the data were collected on the initiatives designed by other OMs, referred to by 159 service members and 79 civilians, which were brought together using the Google tool, supplemented by electronic mails and interviews with individuals who took part in some of these interactions.

Last, summary information was collected about the initiatives that could be duplicated by other OMs.

2.3 Results

Research results are presented next grouped under two headings: interaction with the academic environment and the demobilization program.

2.3.1 Interactions with the academic environment

According to Figueiredo (2013), "governments listen to what the academia says: the academia influences the public policies!". Since the 3rd RCC (2008) was reactivated several higher education institutions were invited to visit the OM:

(...) our Regiment has welcomed scholars specializing in Computer Engineering and Food Production Engineering, on March 17, 2010, who were headed by Prof. Dr. João Fernando Kravchychyn, all of them from the UEPG; Nutrition professors from CESCAGE, headed by Professor Damaris B. G. Leite and accompanied by Lt EPHRAIN for a visit to our Supply Service; (...) students attending the Course of Accounting Sciences at the UEPG visited the Management and Project Office of our Regiment to learn about our Management Plan and our management processes (MENDES, 2010).

Rodachinski (2010) prepared his end of course tabulating data from the physical fitness test (TAF) all Army personnel take three times a year, involving the same exercises and different performance parameters for each age group, of yet the from the weekly work schedule (QTS) of physical military training work (TFM) — which are documents where the commander of the military organization, assisted by the physical training officer, determines which type of activity will be performed by

each group of subordinates, according to the specific features of the organization - and menus (documents where the commander of the military organization, assisted by the supply officer, determines what type of food will be prepared and served to his subordinates every day):

(...) a cohort⁴ study was carried out at the 3rd Tank Regiment in the city of Ponta Grossa-PR, with a sample of 190 recruits that joined the barracks in the year 2010. The readings and the study that were carried out lead to the conclusion that additional studies on this subject are still needed (RODACHINSKI, 2010).

At the specialization level, Luciana Pires studied the internal communication modes the 3rd RCC employs and, in 2010, prepared the monograph "Knowledge management practices in a military organization". About the impact of the selected theme on her colleagues she says:

Several discussions took place during classes, and it was evidenced that the collective image of the institution is still negative. However, the possibility of having a Brazilian Army organization as the object of a study contributed to a more positive view of the institution by this public (PIRES, 2013).

As to master degree studies, Lima (2012) proposed a mathematical model to support the decision making process on the VBC CC Leopard IA5 BR multimodal transportation "based on a given scenario, with less cost and/or time".

According to Lima (2013b), these initiatives contribute to the development of a defense mentality because "segments of society that are not linked to military subject matters, join efforts in an attempt to improve these procedures and actions from a non military stand point." He suggests that:

Initiatives of this type must be encouraged both in the academic and in the corporate environment and, most of all by the Armed Forces, by creating student and researcher motivation mechanisms in their study centers and in the OMs all around Brazil (LIMA, 2013b).

On the other hand, to Colmenero (2013) "the study of themes related to intelligence, strategy and national defense is a duty and a responsibility of the Armed Forces", while agreeing that the implementation of a defense mentality by means of studies and researches may be possible, when "carried out by the military sector, the civilian sector or jointly by both" depending of the "involved objective and interests". And, he adds:

⁴ A cohort study is a type of epidemiological study. The term cohort is used to describe a group of subjects that have something in common when brought together and who are observed for a determined period of time to assess what happens to them (GIOLO, [2013]).

If the work is not part of a broader context, then it tends to be discontinued. Development of isolated work (as for example, master studies) is not enough for the development of a defense mentality (COLMENERO, 2013).

The idea that broader and permanent program is more effective does not exclude the benefits of independent studies: Colmenero suggests that the integration between the Armed Forces and the universities may occur from

[...] research projects with scholarships granted to military and civilian students and the researchers involved, grants for procurement of software and personal computers and cost funding (consumption materials, travel tickets and daily allowances). Such projects should be associated to a nucleus/group engaged on strategic research (COLMENERO, 2013).

In case of PhD dissertations the intent to develop a study on the occurrence of metabolic syndrome⁵ based on the voluntary military personnel at the 3rd RCCE was agreed with Prof. Dr. Roberto Artoni, at UEPG (PILEGGI, 2010). The distinguishing feature of this study would be the natural insulation of intervening variables, as for being selected every year based on the same criteria, the group deals with same menus and the same physical activities.⁶

In the research using the Google tool, 28% of the civilians and 34% of the military stated to be familiar with academic production that contributes to the defense mentality by approaching subjects like “peacekeeping operations”, “technology and defense”, “defense engineering”, “defense and strategy”, “sociology of the Armed Forces”, “economic and social infrastructure”, “territory mobilization and equipping” and “cartography”, involving ECEME, IME, CCOMSEx, EsAO, MD, 13th BIB, the 3rd RCC, “the OMs stationed in Rio de Janeiro, Santa Maria and São Paulo”, the CTMSP (Navy), ESG (MD) and other institutions. Some of the Higher Education Institutions (IES) mentioned were: UFJF, UNICAMP, USP, FAAP, UFF, FGV, FIAMA, University of São Carlos, PUC-Rio, UFRJ, UFMG, UNESP, UFRRJ, UEPG, UTFPR ESG, ECEME and IME, with participation also of ADESG and AORPG.

2.3.2 Demobilization programs

Two programs were designed by the 3rd RCC focusing on the demobilization of temporary military personnel: the Soldier Professional (Soldado Profissional - PROS and the Pro Bono Reservist (“Reservista Legal).

⁵ The metabolic syndrome is characterized by the association of risk factors for cardiovascular peripheral diseases (heart attacks and brain strokes) and diabetes, such as: glucose intolerance, high blood pressure, high level of bad cholesterol (LDL), increased level of triglycerides, obesity and others (VARELLA, 2011).

⁶ In a certain way, this interaction between studies is also useful to the development of the defense mentality in the civil biomedical universe.

Having heard on several occasion that the chief cause of employment contract severance nowadays does not result from lack of technical skills, but rather from the so-called attributes of the “affective area”, it is my understand that the Army can contribute to establish and the strengthen these values which, for many years, have been naturally disseminated among recruits (MENDES, 2010).

In the PROS, that has been discontinued, participants would go for job interviews while still in active service and so, they would be able to start their civilian professional life one day after their discharge.

The experience is based on a partnership between the Federation of Industries of the State of Espírito Santo (FINDES) and the 38th Infantry Battalion (Vitória-ES), represented by Augusto Henrique Brunow Barbosa (President of the CONPTEC /FINDES), and Colonel José Otávio Gonçalves (the then Commander of the Battalion), and finds encouragement in the CENE/ACIPG which, represented by Fabiano Henrique Stadler de Castro and Ingrid Cristina Robaszkiewicz is in charge of project implementation (MENDES, 2010).

The “Reservista Legal” project uses content of ministered courses ministered as part of military education comprising distance education modules and in-class activities and, therefore, there is no financial burden to the military organization or the soldier.

According to Lemes (2013), 350 soldiers have already completed the project and another 150 will graduate in the current year. From the 80 participants in 2010, 71 already had found a job in less than two months; the others were not interest in the job openings that had been offered. “In 2011 the figures were the following: 82 working as apprentices (See Law 10.097/2000, and the Apprenticeship Law), just 06 were engaged in higher education, 18 returned to their home towns and 14 showed no interest in offered openings” (LEMES, 2013).

The association of military values to specific knowledge offers a considerable competitive advantage to these youths when the time comes to compete for a job opening in the labor market:

Besides the content applied by the Brazilian Army, the concepts of employability, interpersonal relations and entrepreneurship, that are discussed as part of the project, make a real difference at the time of the job interviews. Already aware of the project companies contact the IMM⁷ to make sure that, after discharge these youths will come to them for selection. The challenge in 2013 will be to convince the HR managers at the Regiment to agree with interviews and vocational tests before discharge (LEMES, 2013).

Improvements are made to the project every year, as for example, the addition of a virtual room

⁷ CONPTEC

at regiment quarters with computers donated by the production sector:

Overall, five subjects are approached, with 60 hours of in-class and online attendance. The online content is ministered at the 3rd RCC Better World Virtual Room, which will also grants access by the families of the soldiers that may be interested in taking the online courses offered by the a IMM (INSTITUTO MUNDO MELHOR, 2013).

One of the new actions the 3rd RCC is planning for 2013, is to introduce companies to participants and job selection during an event held at Regiment headquarters before discharge.

The Project Reservista Legal supplements the qualification efforts carried out at headquarters because we must prepare citizens to go back to civilian life and to enter the labor market. During military service the values and the responsibilities are reinforced, and these are values citizens take with them for the rest of their lives, LT Col Murga says. (INSTITUTO MUNDO MELHOR, 2013)

The in-class activities include watching a City Council section, lectures delivered by representatives of the Trade Association and, from the INSS (Social Security Institute) when, for two days, the program of social security education was discussed, and clarification was provided on social security benefits and processes” (INSTITUTO MUNDO MELHOR, 2012a), from Agência do Trabalhador (Workers Agency) and other local institutions that contribute to broaden participant understanding of citizenship, the production sector and employability.

Participants go way beyond the theoretical content. Every week they are provided information about the different labor sectors and improve certain talents. All this as a way of preparing them to enter to the labor market thorough the program Aprendiz Legal, through internship or first employment (INSTITUTO MUNDO MELHOR, 2012d).

The subject of the day, employability and labor market aspects was presented by Antônio Laroça Neto. (...) The soldiers who are enrolled in the Reservist program will be discharged by the end of the year, and they are provided further professional qualification and given a chance to enter the labor market (INSTITUTO MUNDO MELHOR, 2012c).

The soldiers (...) attended a presentation by Marcelo Toti, from Spaipa, when subjects such as employability, for example, were discussed, (...) were provided details on how the project works (...). Besides the specific subjects classes, participants will have three ways of reaching the labor market: through the program Aprendiz Legal, internship or first job (INSTITUTO MUNDO MELHOR, 2012b).

The research using the Google tool revealed that 28% of civilians and 52% of the military stated to

be familiar with a project that facilitates reinsertion of temporary service members in the labor market, but most refer to PSC (Soldier Citizen Program).

2.4 Discussion

The analysis of results shows that, despite some independent initiatives, the military organizations are not fully exploiting their full potential towards the development of a defense mentality.

De Francisco (2013) says that the interaction with the academic environment still depends on the personal interest of commanders, teachers and students, and is still far from being an institutional interaction.

Colmenero (2013) affirms that because of their confidential nature, the defense-related studies are subject to restrictions and states that interaction with the academia should a State initiative.

Projects aimed at reinsertion of temporary service members in the labor market depend on courses to prepare them to engage in occupations of a civil nature. There are low cost alternatives that might be duplicated, as for example, the actions developed by Instituto Mundo Melhor. According to Barbosa (2010), as a rule, employers prefer former military personnel because of the values that were internalized, which, in many ways represent the Army and the defense mentality.

Interactions with the industrial sector based on the employability of the former military can be easily duplicated. However, besides not producing short term results, support to industrial researches are dependent on the alignment of interest to be met. Anyhow, the dialogue with the industrial sector should be encouraged in order to foster the development of a defense mentality.

2.4.1 Favorable factors

The survey carried out using the Google⁸ tool revealed that members of the Army feel that there are certain characteristics that add to OM capability to influence the social environment. For example, the OM is a teaching institution, open to visitors, one of the leading employers in the area, ministers courses for civilians, incorporates recruits, acts in subsidiary actions, has an NPOR, an association for former military and friends, to which the fact that the OM is a higher education institution in the city is added.

Both the military and civilians feel the OMs that contribute most to a defense mentality are the teaching, operational, manufacturing, logistics and administrative ones; whether or not these OMs are commanded by a general; in cities of diverse physiographic, demographic and economic characteristics; and in all the military

⁸ The Google tool mentioned here consists of sending electronic mail with a link to an online questionnaire developed by the author, with objective and / or subjective questions, whose answers are given simple statistical analysis provided by the Google company to the author at no cost.

commands existing in the area. Hence, it can be evidenced that any OM can contribute to the defense mentality.

Therefore, the idea that any OM may contribute to the development of a defense mentality, is corroborated by the perception about the immediate objectives of the OMs, which for civilians are to improve civilian knowledge about defense matters (17%), reinsert former temporary military in the labor market (17%) and add value to the military profession (14%); on the other hand, among the military, the following objectives were highlighted: further the participation of the OMs and their members in subsidiary actions (16%), add value to the military profession (12%), develop defense-related academic researches (1%), improve civilian knowledge about defense matters (11%).

As on the subject of the initiatives that are most easily duplicated, many of the military suggested talks, Civil-Social Action (ACISO) and closer ties with former OM members; some of them stressed the insertion of active service member in the academic environment (as Professors or students); and several feel that temporary military service members can be easily prepared for the labor market. As key conditions, the will, the personality and the personal commitment of commanders were highlighted. It was also observed that all this becomes much easier if the OM has an NPOR” .

Civilians say that actions the actions could be duplicated are the lectures and exhibits, publication of books and articles in specialized journals, preparation of temporary service members to the labor market, ACISO, visits to the OM, subsidiary operations, insertion in the academic environment, courses on military subjects. As critical conditions, the civilians referred to leaders endowed with a coordinator profile, the will and the initiative of the OM commanders.

2.4.2 Other ideas

The most important ideas that came from the contributions of respondents are presented below.

i) Provided by military personnel

The development of a defense mentality should be one to the leading strategic objectives of the Armed Forces; and the good reputation of members of the military help people understand that defense contributes to strengthen other sectors of national life.

This mentality is induced by Military Service, the annual development of this feeling among the temporary service members, who, theoretically, stand out in the social different social groups to which they belong. If the subjects related to the development of this mentality could rely on the Standard Individual Instruction Programs, the objective of raising the awareness recruits have of their role as multipliers could be achieved.

Interaction with the academia may go beyond the OMs acting also as teaching institutions, to include the operational and health ones and their members.

Other knowledge areas could also be explored such as Leadership, around which an Army Center of Leadership could be established, and even an Army University, to become excellence centers to further interaction with society.

ii) Presented by civilians

The credibility enjoyed by the Army in the eyes of Brazilian society should be an induction factor, not just to induce citizenship but also the development of a defense mentality.

The subject “defense of citizens and of the natural and economic resources” is an excellent vector of the development of a defense mentality. Thus, the OMs could approach it, in a timely manner, in the academic and in the social environments.

An ongoing concern with the defense mentality is desirable, especially in a country such as ours: Peaceful and acting based on diplomacy. It would be great to see civilians and military working together, each with their specific skills, experiences and sharing the same purposes. Here, the keyword is “Communication”.

What I have experienced when working on a research encompassing military and civilian knowledge, certainly should be repeated and/or improved, by opening the military units to civilians in a natural and spontaneous way, within safe limits for national defense. (LIMA, 2013a).

Among new soldiers the OMs find potential apprentices; many of them return to civilian life without professional education and remain unemployed, thus becoming socially vulnerable to criminality. If they are convinced of their importance to the defense of national interests, even if as civilians, this vulnerability could be diminished.

Civilians feel that “once in a while Army Officers should write articles to be published in the media, establishing the link between citizenship and defense, participation and civic-mindedness, as “we are not just thinking about an invasion of the territory, but rather about a broader defense of society itself which is carried out (by the Army) but not sufficiently announced.”

3 CONCLUSION

Just having the Armed Forces closer to society already contributes to the development of a defense mentality. Notwithstanding, the documents that govern Brazilian Defense offer a large variety of themes to be discussed with the external public, thus contributing to common thoughts around the subject.

The content of these documents evidences that the OMs can make a significant contribution to the development of a defense mentality across society, especially when the following aspects are considered:

a. Emphasis on the image of the military as

a unique type of professional, with "social good will" because of the values that are internalized in the barracks, as for example, responsibility, team spirit and sense of duty;

b. Promotion of events to present Defense subjects to society for discussion;

c. Encouragement to scientific production in areas involving military logistics: industrial production of armament, vehicles, uniforms and equipment, food items and campaign health care materials, as well as dual-use products;

d. Support to research and development in the areas of simulation and training, besides computer-based training;

e. Support to researches in the areas of genetics, behavior and health which if applied to volunteers in military service exclude several intervening variables because of the homogeneity of this group of individuals (selected according to Military Service criteria, consuming the same meals and subject to identical physical requirements);

d. Closer ties with the ABED and suggestion of themes for research;

e. Dissemination of the PROANTAR in the academic environment;

f. Advertisement of the military congresses on Defense in the academic environment;

g. Support to further use of science and technology on Defense services and products;

h. Encourage companies to register in the BID, membership with the Brazilian Association of Defense and Security Material Industrial Establishments (Associação Brasileira das Indústrias de Materiais de Defesa e Segurança) - ABIMDE, and dissemination of news about the Defense Industry Production Chain Committee (Comitê da Cadeia Produtiva da Indústria de Defesa) - COMDEFESA;

i. Dissemination of the content of Law nr. 12.598, dated March 22, 2012, providing on the establishment of special incentive rules applicable to the strategic Defense area;

j. Dissemination of the existence of technological poles and encouragement to the establishment of companies and to researches focusing on defense, underlining the significant value added to defense products and the security they represent to the production sector.;

k. Dissemination of the idea that military expression resources include people with or without military experience, equipment and facilities that are not exclusively of a military nature, as well as the development of development of technology in various areas of science;

l. Dissemination of the idea that Defense is not of exclusive interest to the military, but rather to all citizens; and

m. Establishment by the military of closer relations with government institutions (and not just the defense ones), the industrial sector (and not just the

defense industry) and the academic environment (not just in the stricto sensu of defense).

Based on the experiences of the 3rd RCC and of other OMs reported by members of the military and civilians alike, it can be evidenced that any OM has characteristics that are favorable to the interaction with the civil segments of society.

Last, it has been concluded that the initiatives listed in this paper depend much on the interest of commanders in making the best of opportunities to act in the areas of influence of their OMs to disseminate the defense mentality.

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