

**THE ORGANIZATION AND FUNCTION, PERSONNEL
DIVISION OFFICE OF THE SURGEON GENERAL,
UNITED STATES ARMY**

BY

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INTRODUCTION

THE belief that a satisfactory adjustment of man to his work is necessary to personal and group effectiveness is a recent and laboriously evolved concept. Support to this belief has appeared almost by chance, and in many instances has represented the by-product of a study directed toward the pure mechanics of a work situation. When man sought to find that degree of illumination which gave best production he found no relation between the two variables. When he studied the effect on worker efficiency of workday length and a changing rest period he concluded that within limits they were unrelated. A recent publication in the field of management techniques succinctly expresses the modern viewpoint; the newer meaning of efficiency is "Maximum production consistent with the abilities, energies, interests and motives of the worker."¹

A military organization is associated in the average mind with an authoritarian approach to manpower control and would be expected to delay acceptance of an advanced interpersonal philosophy. In actuality there is evidence of an early recognition of these principles by the United States Army. Older regulations stress the importance of exercising good leadership psychology and accent consideration of MAN as fundamental to operational effectiveness.

The personnel policy of the United States Army is given clarification, and assurance of general adoption, by the provisions of a Department of the Army Circular issued in 1948. This publication restates the principle that MAN is the most important single asset in any Army. The circular recognizes the dignity and importance of the individual and seeks a firm basis for an integrated team in the Department of the Army. It provides for implementing personnel utilization by affording the greatest advancement opportunity consistent with individual capacity. These provisions imply an assured career patterning in the direction of each man's interest and ability.

In June 1947 a Circular of the Department of the Army placed the responsibility for career planning of all Medical Department personnel with

¹ Ghiselli, E. E., and Brown, C. W., *Personnel and Industrial Psychology*, McGraw-Hill Book Co. Inc., 1948, p. 15.

the Surgeon General. Under this authority, basic career patterns were prepared for officers of the Medical Department.

These personnel principles and attitudes once accepted, provided the pattern for the development and organization of the Personnel Division of the United States Army Surgeon General's Office. The structure achieved has evolved logically from the discharge of the functions inevitable to the acceptance of this man-centered personnel attitude.

ORGANIZATION OF THE PERSONNEL DIVISION

The Chief of the Personnel Division is staff advisor to the Surgeon General on medical manpower problems and is the operational head of the Division. He directs the activities of the several Branches of the Personnel Division and correlates divisional work with the medical needs of the Department of the Army. The policies under which the Division operate are those consistent with Department of the Army directives. These in turn proceed from the laws passed by Congress, and from the Executive Orders of the President of the United States.

Direction and integration is given the Division operation by daily conferences with Branch heads. The chief of the Division establishes policy in controversial areas and provides decision in matters not clearly covered in standard procedure.

The chief of the Personnel Division maintains the necessary liaison with other Divisions of the Surgeon General's Office to effect a concerted approach to the problems of personnel administration.

In the discharge of his responsibilities the chief of the Personnel Division has established two units and five branches, and uses a Technical Information Office, in organizing the operation of his Division.

These subdivisions fall easily into the three functional categories of Administration and Staff, Career Management, and Officer Procurement. An additional few are grouped as Miscellaneous. This functional approach to a discussion of the Personnel Division provides the following outline:

1. Administration and Staff Function
 - a. Division Service Unit
 - b. Personnel Authorization Unit
 - c. Plans and Policy Branch
 - d. Technical Information Office
2. Career Management Function
 - a. Career Management Branch
3. Officer Procurement Function
 - a. Officer Procurement Branch
4. Miscellaneous Functions
 - a. Civilian Components Branch
 - b. Civilian Personnel Branch
5. Summary

Through the correlated operation of these subdivisions the various personnel functions of procurement, classification, assignment, career management and promotion are accomplished.

ADMINISTRATIVE AND STAFF FUNCTION

The initial group of subdivisions provides services, and technical advice and information, to the chief of the Division and his Branch heads.

The first of these, *the Division Service Unit* performs the administrative details, and maintains the necessary files, to assure the ordered internal operation of the Division.

The *Personnel Authorization Unit* operates to provide statistical information concerning personnel authorized and available for staffing the medical installations under the Surgeon General's control. Personnel requirement calculations are based on Unit field surveys and on information gained through correspondence and discussion with installation commanders. Personnel estimates are then related to overall manpower availability and to fund allocations. The Personnel Authorization Unit head may represent the chief of the Personnel Division on authorization matters before the Army General Staff.

An important member of this first functional group is the *Plans and Policy Branch*. This branch coordinates, and may initiate, studies and correspondence pertaining to personnel of the Medical Department with particular reference to assuring a consistent and intelligent policy attitude.

This branch is essentially the fact-finding and planning unit on Medical Department personnel policy matters within the Surgeon General's Office. Its functions to assist the chief of the Personnel Division in (1) formulating plans and policies of a Medical Department personnel nature; (2) preparing Medical Department personnel sections of other plans; (3) coordinating plans affecting personnel with other divisions of the Office of the Surgeon General; the Department of the Army; and other Armed Services; (4) conducting field liaison on personnel matters; and (5) maintaining files of correspondence peculiar to Medical Department personnel policy problems.

The Plans and Policy Branch assignments are directed by the chief of the Personnel Division. Though diverse in character, assignments may be categorized into three major divisions: (1) Mobilization Planning, (2) Personnel Procurement, and (3) Personnel Legislation and Management. Informal staff conferences are a preliminary phase of project planning to determine appropriate approach. Completed studies undergo branch staff discussion prior to submission to the Division chief.

Much of the daily work of this branch is with current problems confronting the Medical Department. The true effectiveness of such a unit, however, is in its contribution to long-range planning in the areas of Division responsibility.

The *Technical Information Office* is normally a part of the Executive Office of The Surgeon General. The public relations aspects of personnel procurement

necessitates an additional chain of responsibility between this office and the Personnel Division. The branches of the Division are thus served by public relations specialists in preparing informational releases or in planning major personnel actions. This tends to assure favorable individual and group reaction to policy change and action decision.

THE CAREER MANAGEMENT FUNCTION

The second of the Division functions centers about the *Career Management Branch*. This branch chief directs the activities of the branch in accordance with the policies in force. Inasmuch as these policies seek continued growth and development to each military medical career this branch logically becomes central to many Division activities. In discharging this pivotal responsibility close liaison is maintained with other Divisions of the Surgeon General's Office. This assures a comprehensive policy form to final operational activity.

The Career Management Branch has five principal sections: Career Guidance, Personnel Actions, Personnel Records, Army Nurse Corps and Warrant Officer Enlisted Sections.

The Career Guidance Section chief studies the individual officer, develops his career pattern, and makes recommendations for a training or duty assignment in line with his demonstrated ability and interest. The type of training provided varies with current and projected estimates of manpower needs in the installations under the control of the Surgeon General.

An exact system defining the degree of specialty training possessed by an individual, as well as one defining the degree needed in a given job, is necessary to intelligent assignment in a training or duty position. Good classification is also necessary in determining manpower needs. The Surgeon General's Office utilizes such a system.

In classifying Medical officers the nomenclature used in civilian practice serves as a base. Officers are then sub-classified as A, B, C or D specialists. This permits a categorizing of physicians scaling from the authority in the field to the young officer completing a first year residency. Positions can also be classified as ones entailing great responsibility or ones requiring less skill. This facilitates a discriminating selection.

Career Guidance is the subject of a later paper and is in consequence covered only briefly here.

The Personnel Actions Section is the executive section of the Career Management Branch. The mission of this section is to effect assignment and reassignment action through the Office of The Adjutant General. In discharging this function the section employs a system which assures continuing control.

This Control and Statistical System, a method of fully utilizing records operates to assist the section in determining proper station assignment. It assures logical, accurate and economic distribution of Medical Department Personnel based on global requirements. The system enables the Personnel

Actions Section to keep a running inventory on the world-wide strength requirements and on personnel availabilities. Based on this information personnel are assigned in accordance with their classification and career pattern to specific specialty vacancies. Assignments are projected from four to six months in advance and maximum assignment stabilization is achieved.

Morale has improved through a careful advance weighing of the personal aspects of assignment. Additional results have been to give encouragement to recruitment and to materially reduce problems arising in connection with permanent change of station.

Some assignment problems are those concerned with movement of household goods and dependents, and with availability of quarters or schools at the new station. Problems may arise in connection with a misinterpretation of permanent change of station orders. Many of these problems are rendered minimal by the advance notification of change of station allowing an adequate period for correspondence and readjustments.

The Records Section of Career Management Branch, functions to maintain records and information on an officer's status and qualifications. Four basic records are maintained for each individual officer: A Status Card is used for filing administrative information available at the Department of the Army level. Information derived from Department of the Army orders directing transfer, promotion, and assignment are posted to this record. An officer's Qualification Card records changes reported from the field and data on physical status, decorations, marital and dependency status, education and duty assignments. The Efficiency Report prepared by the officer's immediate superior is completed and forwarded to The Adjutant General. This rating is scored, and photostated copies are furnished to the Records Section to be filed in the Officer's Efficiency File. An Officer's Preference Card is accomplished annually and expresses his wish as to assignment or training. This is filed in the Records Section and serves the Career Management function. These four records are basic to personnel administration.

One of the most significant advances in personnel management in the post-war period has been the development of mechanized personnel accounting. Formerly manual, complicated and laborious systems, expensive in personnel and time, provided essential information upon which to make assignment and reassignment, chart careers and provide data for promotion, retirement and statistical studies.

Through the adoption of a punch card business machine system it is now possible to tabulate thirty items of essential information on one horizontal line. The versatile capabilities of sorting, reproduction, and comparative analysis under this system are almost limitless. Conventional rosters by corps, grade, and professional qualification are reproduced monthly for assignment purposes, retirement forecasts and statistical needs.

As a contribution to improved personnel management, increased efficiency and saving in time, this machine conversion has more than justified the effort.

The Army Nurse Corps Section of the Career Management Branch, functions to administer both the *guidance* and *actions* activities for officers of the Army Nurse Corps. It operates under the same general policies which are applicable to other Medical Department officers.

A Promotion Unit, operating directly under the Branch chief, processes promotion recommendations and handles correspondence pertaining to the promotion of Medical Department officers. The unit maintains liaison between the Personnel Division and the various Medical Department Promotion Boards. This unit also processes applications for release from duty by Medical Department officers.

A Warrant Officer and Enlisted Section studies and recommends policies affecting these categories. The section interests itself in the classification, assignment, career guidance and proper utilization of Medical personnel of enlisted or warrant officer grade.

THE PROCUREMENT FUNCTION

The *Procurement Branch* administers Personnel Division activities calculated to bring sufficient numbers of officers into service to staff the installations and activities under the control of The Surgeon General. Two approaches are utilized in this procurement function. One is based on the orientation and education of medical men and students in the advantages of a military medical career. This process is carried out by pamphlet and brochure distribution to physicians, students, and professional groups and through correspondence and direct consultation with individuals and groups.

The other procurement method offers approved training as an intern or resident in return for a period of obligatory service in a duty assignment with the Army.

Officer Procurement Branch, in addition to processing initial inquiries on appointment, active duty call, or training request, guides all applications through the Branch and Board proceedings within the Surgeon General's Office following the administrative approval in The Adjutant General's Office.

The Branch operates through four sections: The Regular Army Appointment Section, The Reserve Officers Appointment and Recall Section and the Sections on Professional Programs for Medical, Dental and other officers.

The Regular Army Appointment Section processes applications for Regular Army for all Corps of the Medical Department. Individual applications go to designated General Hospitals, where initial evaluation is made by a Board of officers. The Board findings are sent to The Adjutant General. The Adjutant General returns cases to the Regular Army Appointment Section for professional, and physical, eligibility determination. A Central Medical Department Board of The Surgeon General's Office considers applications and makes recommendations on acceptability and grade. The applications, together with a nomination list are returned to The Adjutant General, who transmits

the list to the President of the United States for signature and Senatorial confirmation.

The Reserve Officer Appointment and Recall Section processes correspondence and applications on appointment of new Reserve officers and their call to active duty. Reserve officers include Medical, Dental, Veterinary, Medical Service, Army Nurse, and Women's Medical Specialists Corps. The section corresponds with applicants and conducts personal interviews. After applications come from The Adjutant General's Office they are processed in this section and submitted to a Board of officers for recommended action. Completed cases are returned to The Adjutant General for appropriate orders.

The Medical Professional Program Section operates to attract medical graduates to a career in military medicine. Four basic training programs are in effect. Two involve training in civilian institutions as intern or resident. In the other, similar training is given to Medical Officers in Military General Hospitals. Those selected for the civilian internship program are commissioned in the Medical Corps Reserve and receive the full pay and allowances of a First Lieutenant. Military and civilian hospital residencies are open to Regular Army officers only. An obligatory period of Army service follows for all who enjoy the advantages of the programs.

The programs are approved and meet the standards of the American Medical Association and the American Specialty Boards. Regular Army officers may be selected for training in either military or civilian institutions on a one year contractual basis and are expected to advance through the years of training required for specialty board certification. The program is devised for officers of the Regular Army serving careers in military medicine. Assignment is in the field in which the officer is trained.

The Army Medical procurement programs are intended to assure a continued high standard of medical service. They are expected to provide a strong basic force capable of expansion in emergency.

The Dental Professional Program Section processes applications for the training programs offered by the Army Dental Corps. The Army Senior Dental Student Program subsidizes students in the last year of their studies. The Dental Intern Program affords graduate training with the Army and attracts officers to a Regular Army Dental Career. The internship is fully approved by the American Dental Association.

Senior dental students appointed as Second Lieutenants, Medical Service Corps, continue their studies in their respective schools as officers on active duty with full pay and allowances. Upon graduation the student accepts an appointment as First Lieutenant in the Dental Corps Reserve, and serves on a duty status at an Army installation for two years.

The Dental Professional Program Section handles inquiries about Dental Corps Reserve, active duty and appointment in the Regular Army Dental Corps.

Programs are provided for practice training in Dietetics, Occupational Therapy and Physical Therapy, the subsections of the Women's Medical

Specialists Corps. In the Medical Service Corps, Programs are offered leading to the degrees of Doctor of Philosophy in Clinical Psychology and to a Master's in Psychiatric Social Work.

MISCELLANEOUS FUNCTIONS

The *Civilian Components Branch*, Personnel Division, studies the adequacy of Medical Department officers and Medical type units in the organized Reserve. Liaison is maintained with agencies concerned in Reserve training programs. Studies implement proposed Reserve legislation, and incorporate recommendations in the areas of pay, organization, training and equipment. Matters requiring Congressional study and approval may be given preliminary analysis by this branch. Requirements of Medical Department officers and units are determined and an index of Reserve Medical officers is maintained indicating their specialist rating.

The Civilian Components Branch acts as liaison in Reserve affairs between the Office of the Surgeon General and the General Staff, U.S. Army, the Army Field Forces, the Army Air Forces and the National Guard Bureau. In coordination with the General Staff studies are accomplished on the problems of the special units affiliated with civilian medical schools and hospitals.

The *Civilian Personnel Branch* of this Division operates to provide Civilian personnel to the Department of the Army Medical Service. Utilization studies determine needs which can be filled by civilians.

The Chief of the Civilian Personnel Branch supervises and administers the procurement, placement and utilization of the civilian personnel used in Medical activities under the control of the Surgeon General. He assures observance of the laws and regulations pertaining to this category of employees.

SUMMARY

In conclusion, the Personnel Division of the Surgeon General's Office, United States Army, is organized to discharge the duties imposed upon it by the personnel policies of the Department of the Army, as they are implemented by features peculiarly Medical, contributed by the Surgeon General.

These policies, in essence, seek to make the life of a Medical Department officer as stable, as professionally interesting, and as rewarding in growth and advancement opportunities, as that of his civilian counterpart.
