



National Defence

Défense nationale

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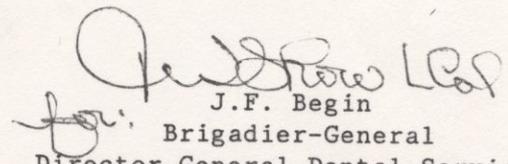
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Distribution List

HISTORICAL PERSPECTIVE
THE DENTAL ASSOCIATE OFFICER

1. Enclosed for the information of all Dental Associate Officers is a history of the Occupation.
2. This history was prepared with the intent of providing a picture of where the occupation stood at this point in time and to provide a reference point upon which to relate future events.
3. Comments or suggestions for improvement would be most welcomed and should be sent direct to DGDS/DDRM, Attention: LCol Shore.


J.F. Begin
Brigadier-General
Director General Dental Services
for Chief of the Defence Staff

Enclosures: 7

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DISTRIBUTION LIST

Action

Information

External

Internal

CFDSS Borden//Maj Patterson//
CFDSS Borden//Capt Brown//
CFDSS Borden//Capt Bosch//
1 Dent Unit//Lt Bousquet//
11 Dent Unit//Capt Lundstrom//
11 Dent Unit//Lt Brown//
12 Dent Unit//Capt Adair//
12 Dent Unit//Capt James//
12 Dent Unit//Lt Boone//
13 Dent Unit//Lt Wallace//
14 Dent Unit// Lt Skura//
15 Dent Unit//Capt Cunningham//
15 Dent Unit//Lt Tougas//
35 Dental Unit//Maj Audet//
CFTSHQ//SO Sp Trg 3-2, Maj Todd//

DGDS

Internal

DDOT 3//Maj Mayne//
DGDS Adm O//Maj Mountain//
DDRM 2//Maj Sloane//

THE DENTAL ASSOCIATE OFFICER

PAST, PRESENT AND FUTURE

BACKGROUND

1. From September 1939 to September 1972, from the Canadian Army Dental Corps through the Canadian Dental Corps and Royal Canadian Dental Corps to the Canadian Forces Dental Services, there was a group of officers who formed an integral part of the Dental Services referred to collectively as Dental Associate Officers (DAOs).
2. DAOs were employed in dental units and staff appointments to provide dental unit commanders with the much needed Administrative Officer and Quartermaster support. Without DAOs these duties would have to be completed by dental officers. Initially the civilian dental supply houses provided a ready source of potential Quartermasters for the burgeoning Dental Corps while Administrative Officers were recruited either from dental faculties or enticed from other corps. Subsequently, during World War II, senior dental storemen and administrative clerks employed with the Corps were commissioned from the ranks to fill the "A" and "Q" vacancies in the dental units. The first DAO appointed was Maj Colin C. Rous who was, at that time, serving as the Secretary of the Dental Faculty, University of Toronto.
3. Following the Second World War, a policy was adopted that required all tradesmen to qualify as basic dental assistants before being considered for remuster to other trades in the Corps. The obvious advantage of this was that when ultimately selected for commissioning, the candidates brought with them a more comprehensive knowledge of the "workings" of the dental services.
4. During the 1950s the occupation was opened to include Dental Laboratory Officers. The senior qualified Warrant Officers in the laboratory trade fulfilled this need.
5. In the 1960s selected Dental Therapists were commissioned as DAOs (Hygiene) for employment in larger clinics as members of the dental health team.
6. DAOs have served with the units attached to a multitude of Canadian Navy, Army, and Air Force formations in all theatres. When their service in the non-commissioned ranks is included, they had, within their group, personnel who had served aboard HMC ships and in just about every conceivable type of base, unit and station of the Canadian Forces throughout the world.

OCCUPATION DISBANDED

7. The DAO system worked well over the years, but the integration of the CFDS Supply System with the Canadian Forces Supply System caused the DAO (Supply) positions to be transferred to the Logistics Branch. Additionally, the 1973 manpower reduction made a significant change in the remaining numbers and rank structure of this group of officers.

8. Following a series of in-depth studies on the effects of the greatly reduced establishment of the DAOs, it was concluded that it was not a viable occupation. It had become too small with an almost non-existent possibility for career development.

9. Investigation of the alternatives available finally produced a solution that offered greatly enhanced opportunities for the serving DAOs. They could transfer to the Logistics, Personnel Support or other occupations of their choice, and following further training for occupation qualification, would be eligible for advancement with their peers in that field. It was expected that their experience with the CFDS would stand them in good stead. The administrative positions remaining with the CFDS were changed to Personnel Administration, while the Laboratory and Hygiene positions reverted to CWO positions of the former dental trades of Laboratory Technician and Dental Therapist. Although some DAOs, at the time, welcomed the opportunity for advancement the loss of these positions was unpopular with CFDS senior management. In 1972 the DAO occupation was officially disbanded.

OCCUPATION REINSTATED

10. During the period of its disbandment it became evident that this occupation was no different from existing occupations such as the Musician or Personnel Development which also had somewhat limited career advancement possibilities. During the intervening eight years it was recognized that dental non-commissioned members were limited in opportunities for progression to officer status through the CFR program. Any who were nominated and accepted realized they had to leave the CF Dental Services and take with them the valuable knowledge they had gained during their service with the Dental Services. Therefore, the disbandment of the DAO occupation provided a negative factor for dental non-commissioned members and a tremendous loss in knowledge and expertise for the Dental Services.

11. In addition, it was found that established CFDS administrative positions were being left vacant for extended periods because of a shortage of PADM Os and due to the low priority assigned by NDHQ to the manning of these positions. Another factor became evident in that PADM Os, without the benefit of a dental background, were relatively ineffective for extended periods. The frequency of postings to and from the established CFDS Adm O positions was also excessive resulting in loss of continuity and experience creating additional and unacceptable workloads on Unit and Detachment Commanders.

12. For some time Dental Unit Commanding Officers expressed considerable concern regarding these matters. The Director General of Dental Services supported their views that a need existed for the reinstatement of the DAO occupation. DGDS and his staff identified the requirements, and expended considerable effort to acquire approval for the reinstatement of the occupation. In July 1980, approval was granted for the reinstatement of the DAO occupation, and in October 1980, the occupation was reformed as DAO 52, which was the same designation it had previously held.

13. Under the new terms, however, the DAO occupation was to be comprised of administrative officers only and not laboratory, hygiene, and supply officers as in previous years. The occupation became a Specialist Occupation under the Dental Branch. DGDS was designated to be the Branch Advisor and career management duties were to be performed by PCO/Dent. Initially, all former DAOs, and those PADM officers with dental administrative experience, were considered for selection as DAOs, after which only dental non-commissioned members and those Adm Clerks who held OSQ 831:13, Dental Administration, were considered for CFR as a DAO. Later, due to the establishment of operational positions, reclassified officers from the Combat Arms were to be brought into the fold. As the occupation grew it was also recognized that the Commissioned from the Ranks Plan could not fill the growing need and the occupation was opened to receive reclassified officers, direct entry officers, and through the medium of the University Training Plan Non-Commissioned Members.

A DECADE OF GROWTH

14. In 1980 the DAO occupation was comprised of nine officers employed as administrative officers at various locations. Two positions in the rank of Major were established at the Dental Services Division in Ottawa, one as the Division Adm O and one to deal with supply and finance matters. Six were employed at dental units including 11 Dent Unit Esquimalt, 12 Dent Unit Halifax, 13 Dent Unit Trenton, 14 Dent Unit Winnipeg, 15 Dent Unit Montreal, and CFDSS. These six positions were established at the Lt/Capt rank level. The Staff Officer Support Training 3 position at CFTSHQ in Trenton was established as a hard Capt. In addition, the Dental Officer career manager position was changed to a DAO Maj position but not manned by a DAO at that time.

15. As a result of OSMER recommendations, and in recognition of the need for an operational capability within NDHQ/DGDS, a Capt DAO position was established under the Directorate of Dental Planning and Requirements effective 9 Jun 81. At the same time a need was established for a Maj DAO position at 15 Dental Unit Montreal to address the multi-faceted dental input required for all land forces related studies, plans and activities. This position was established on 7 Dec 82.

16. In Feb 83 the Career Manager's PCO/Dent position was changed to reflect that it could be filled either by a DAO or DENT O depending upon the suitability of individuals available from either occupation to fill the position.

17. In Oct 84, a Capt Standards Officer position was added at the CFDSS. The offset for this position was provided from CFTS HQ's share of the VCDS accruals assigned that year.

18. Recognizing the expanding and continuing need for field operations and support the Field Dental Company Cadre was formed in Jun 85. A Maj DAO was designated as Officer Commanding and a Capt DAO as the Operations and Training Officer.

19. Further to this it was recognized that 35 Dental Unit in CF Europe also had a need for an Operations Officer and a Capt DAO position was established effective 10 Jun 85.

20. In Dec 86 a LCol DAO position was established to head up a newly created Directorate of Dental Administrative Requirements within DGDS. This directorate was later to be renamed the Directorate of Dental Resource Management. This move helped immensely in giving the Occupation an expanded career pattern.

21. A need was determined, in Dec 87, to expand the section created within NDHQ/DGDS for operations and planning to two positions from one. Consequently, a Maj DAO position was established. In Apr 88 the Major's position in the Operations Sect at NDHQ/DGDS was downgraded to Capt and the Maj rank transferred to the Operations Officer position 35 Dental Unit, Lahr. By this action the Operations Officer position in Lahr became a Major's position in order to provide an interface with HQCFE and 4 CMBG HQ.

22. The next year, due to the requirement for a Training Officer, a new position was created at the CFDSS in CFB Borden. One of the Capt DAO positions in the Operations Sect at NDHQ/DGDS was transferred to CFDSS. This new position was created to absorb a number of responsibilities related to field operational training.

23. Recognizing a need to provide more equitable working rank levels at 15 Dental Unit and NDHQ/DGDS, and to ensure dental operational expertise was available in the appropriate rank and position, the DAO Maj Operations and Planning position at 15 Dental Unit was downgraded to Capt and the Maj rank moved to the remaining Capt DAO operations position at NDHQ/DGDS effective Dec 88.

24. Finally, in Nov 90, as the result of moving the SSO DENT O LCol position from 15 Dent Unit to 14 Dent Unit the remaining Operating and Planning Capt DAO position in this sect was upgraded to Maj and designated as SSO Dent.



25. This move effectively completed a decade of growth and change for the occupation. It had been reinstated in Oct 80 with nine positions and as of Nov 90, had grown to seventeen positions, an increase of eight. The role of the DAO now encompassed administration, finance, supply and land operations and it has proven to be a much needed and integral part of the CFDS.

PRESENT STATUS

26. As of 1 Jan 91 the Occupation consisted of six LT/Capt positions, four hard Capt positions, six Majors and one LCol for a total of 17 positions. The manning at this point in time numbered 19. The applicable positions and incumbents were as outlined below:

<u>POSITION</u>	<u>RANK</u>	<u>INCUMBENT</u>
DDRM	LCol	LCol JW Shore
DDRM 2	Maj	Maj MJA Sloane
DGDS Adm O	Maj	Maj TW Mountain
OC FDCC	Maj	Maj LWJ Bailey
35 DU Ops O	Maj	Maj JAN Audet
DDOT 3	Maj	Capt TG Mayne
SSO Dent	Maj	Position Vacant
CFDSS Stds O	Capt	Capt DH Brown
CFDSS Trg O	Capt	Capt P Bosch
FDCC Trg O	Capt	Capt RA Cunningham (eff end Jan 91)
SO Sp Trg 3	Capt	Capt RE Todd
CFDSS Adm O	Lt/Capt	Maj JM Patterson
11 DU Adm O	Lt/Capt	Capt AF Lundstrom
12 DU Adm O	Lt/Capt	Capt RD Adair
13 DU Adm O	Lt/Capt	Lt WR Wallace
14 DU Adm O	Lt/Capt	Lt RT Skura
15 DU Adm O	Lt/Capt	Lt JCG Tougas

27. Further to the above LTs CJ Boone, A Brown and MGN Bousquet were held on the Basic Training List and employed at 12 Dental Unit, 11 Dental Unit and the CFDSS respectively. CWO TA James, DPCOR/DP, had been selected under the Commissioning from The Ranks Plan and was promoted Capt, effective 11 Feb 91, pending officer training and eventual employment as a DAO.

28. In addition to the established pure DAO positions negotiations have take place which allow for a number of other positions to be filled on a "shared" basis. These positions would allow DAOs to broaden their experience outside the normal development areas of the occupation. The Maj PCO/Dent position is a shared DAO/DENT O position; the Capt Career



Management position of DPCOR/PCOR 9 is a shared DAO/MAO; the Maj TSHQ/SO Sp Trg 3 position is a shared DAO/MAO and the LCol PCO 8 position is shared with a number of occupations. The filling of these positions is dependant upon the strength of the occupation at any given time, the experience level of the individual DAOs, and the overall development pattern of the occupation.

29. In 1988 new Occupation Specifications were approved which resulted in the issue of new Course Training Standards in Oct 90. These specifications and standards outlined the following sequence of training to become occupation qualified as a DAO:

- a. Basic Officer Training or Officer's Indoctrination Course;
- b. Basic Personnel Administration Course;
- c. On-job training for not less than 20 training days at a Dental Unit Headquarters;
- d. On-job training for not less than five training days at NDHQ/DGDS; and
- e. On-job training for not less than 15 training days at the FDCC.

30. To prepare DAOs for further responsibility and development the following training/courses are to be taken during various development periods:

- a. Officer Professional Development Program;
- b. Environmental Training;
- c. Canadian Forces Staff School;
- d. Language Training;
- e. Combat Service Support - Intermediate Officers' Course;
- f. FMC Officers' Examinations;
- g. Canadian Land Forces Staff Course;
- h. Canadian Forces Command and Staff Course; and
- j. Senior Officers' Management Symposium.

THE FUTURE

31. Much growth and development has taken place within the Occupation over the last decade. It is doubtful that this trend will continue. The current CF theme is downsizing and the Occupation can expect to be involved in cuts as strengths decrease.

32. There is no doubt that DAOs contribute to the productivity and success of the CFDS. A nucleus of trained DAOs now hold various staff positions. They are involved at the very heart of the organization in supporting and managing dental units and in contributing to the formulation of current and future CFDS wide policies. The senior management of the CFDS recognizes this contribution and strongly supports the continuation of the Occupation.

33. Where does the occupation go from here? Who can predict? As long as there is a CFDS in its present format a need for DAOs to support and strengthen military dentistry is foreseen.

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