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Remarks  
To Flag Officers  
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This presentation in this archive is almost like inviting the user to a closed meeting of the brass that ran the United States Public Health Service. I have made it clear in other explanatory remarks that there were two personnel systems within the Public Health Service, the Civic Service, and the Commissioned Corps. The Commissioned Corps is a uniformed service, quasi military, the Surgeon General is the Commander-in-Chief, and the Corps was composed of, at the time I'm referring to, between 5,500 and 6,000 officers (enlisted men and women) in twelve disciplines. The Flag Officers were those men and women with ranks above Captain and there were 55 Assistant Surgeon Generals with the rank of either, Rear Admiral (upper half) or Rear Admiral (lower half). This was the closest cadre of colleagues I had and my remarks to them were not for publication at the time, but the user of this archive interested in history will find this a very revealing series of talking points.

I acknowledged that this was a very special day, I spoke of my pride in the flag officers, and mentioned the fact that we had just sworn in the new flag officers and some were here with their families. I mentioned that three of the new flags were women, one a Native American and one a Veterinarian. I claimed that this was symbolic of much that had been accomplished since the revitalization of the Commissioned Corps had been initiated by me.

I then announced that I would depart from my usual report on my doings, and an assessment of where we stand in many relationships, but because we have new flags present, and because some of the new chief professional officers were also present, plus the chairs of the political action committees were also present, and because I had initiated the system of inviting agency heads, who if they were also Commissioned Officers were invited twice, once for each authority. All that being true, I said I would confine my remarks to the Commissioned Corps and began with a little history.

What follows in these talking points is the lowdown on history, our failings, our attempt to correct them, the progress we had made with revitalization, and other inside information not usually revealed to the public. At the end of the comments by me there is appended an explanation of three of the awards and a note on the selection process of Flag Officers.

Although, this was inside information to the family, none of it was ever classified.