

TPAC Minutes

Place: Physical Therapy Conference Room,  
National Naval Medical Center,  
Bethesda, Maryland.

Date: March 7, 1991.

Time: 0900 to 1600 hours.

Present: LCDR F. Oakley (OT/Chairperson/NIH)  
CAPT R. Mansell (PT/CPO/FDA)  
CAPT G. Diullo (PT/Secretary/BOP)  
CAPT N. Hartman (PT/HCFA)  
CAPT D. Swett (PT/IHS)  
CAPT W. Fromherz (PT/Field Representative/DCP) (Afternoon)  
CDR B. Ferguson (PT/Recruitment)  
CDR M. Huylebroeck (PT/IHS)  
CDR M. Schroeder (PT/Field Representative/FDA)  
CDR E. Corrigan (Speech/AHCPR)  
CDR G. Schofield (OT/Field Representative/CMHS)  
LT M. Smith (PT/NIH)  
LT C. Melanson (OT/CMHS)  
(Guest) Ms. Mary Krywucki, Chief, PHS Recruitment Branch

- I. The meeting was called to order by the Chairperson at 0900 hours.
- II. The Agenda (ATTACHMENT A) was accepted as written.
- III. The minutes of the December 6, 1990 meeting were approved without change.
- IV. Status of on-going business and review of Action Items:
  - A. Status of Clinical Specialist Billet (0-6).
    1. Workgroup convened to problem solve issues on this matter January 31 - February 1, 1991.
    2. Members included: LCDR F. Oakley, LT M. Smith, CDR B. Thornton, CDR E. Corrigan, CAPT J. Bell-Krotoski, CDR A. Smith, and CAPT G. Diullo.
    3. Information and recommendations from the work group are being combined in a packet of information by LT M. Smith. This information will be attached. (ATTACHMENT B)

4. Feedback is requested from the category with discussion and action to be taken on the matter at the TPAC meeting May 16, 1991.

ACTION ITEM: Therapists are requested to contact LCDR Oakley at (301) 496-3100 with feedback on the workgroup recommendation.

5. Special THANKS to CAPT G. Hunt, LTjg K. Gurtler, and LT M. Flyzik for their input on this matter.

B. Status of TPAC Policy & Procedures Manual

1. CDR D. Nestor is still working on this project.
2. When completed, it will be submitted to the TPAC for action.

C. Nominations for upcoming TPAC vacancies

1. 11 nominations received with distribution as follows: BOP - 2, IHS - 6, HCFA - 2, HRSA - 1; (PT - 7, OT - 2, Audiologists - 2).
2. Nominations procedure calls for agency approval of individuals for funding after which the responses will be reviewed by CPO as to TPAC membership criteria.

D. Review of Action Items

1. Ex-Officio, Retired Representative to TPAC:
  - a) Retired CAPT, Dr. Roger Nelson was contacted in regard to filling the ex-officio post on TPAC as retired officer representative.
  - b) Defined responsibilities as ex-officio retired officer representative: represent interest of retired members, provide access to the broad spectrum of experiences of retired therapist officers.
  - c) Dr. Nelson accepted the position for the one year term of appointment, but was unable to attend this TPAC meeting.
2. TPAC Meeting Funding: Not discussed.
3. Therapist Recruitment Plan feedback:
  - a) CAPT G. Hunt provided an updated plan which has been forwarded to Mary Krywucki, Chief, PHS Recruitment Branch.
4. Civil Service Therapist Roster:
  - a) LCDR Oakley reported for Sandra Adams that she had minimal response to date from the field.
  - b) Ms. Adams will attempt to contact agencies in order to compile a list.

V. Open Forum

- A. LCDR Oakley noted that CAPT Hunt had resigned as Chairman of the Recruitment Committee after serving notice at our last meeting. Our thanks to Gary for his work during the past two years. Among his accomplishments: developed regional coordinators as well as site descriptions for Therapist Category, helped develop recruitment brochure, and was instrumental in the formulation of current recruitment plan. He contacted members of the committee in regard to a replacement as Chair.
- a) CDR Barbara Ferguson was named as the new chair for this committee.
  - b) CDR Wayne Smith will be vice-chair.
  - c) Review and update of recruitment plan will be first order of duty for the new leadership. This project will be initiated immediately prior to the May meeting.  
CONGRATULATIONS BARBARA & WAYNE!
- B. Next meeting of TPAC will be held at the FDA Building on May 16, 1991.
- C. CAPT Mansell encouraged as many therapists as possible to attend the COA meeting May 26 - 29, 1991 in Atlanta, GA. A category luncheon will be held.
- D. Orientation, OPF management, and COER completion were discussed as Human Resource matters related to individual officers in the field. The role of the TPAC in these issues will be explored for possible inclusion in strategic planning.
- E. LCDR Oakley presented some background prior to Mary Krywucki's presentation on recruitment. Noted was a survey done by the American Hospital Association (AHA) 1989 which identified manpower shortages in 26 allied health categories. It was noted that Physical Therapy had the highest vacancy rate of all groups - 16.4%. Occupational Therapy had a 13.6% vacancy rate. Speech-Language and Audiology had a vacancy rate of 9%. (A 7% vacancy rate was the threshold value used to define if a shortage existed.)

Physical Therapy and Occupational Therapy were among the top 5 for most difficult positions to recruit for according to the study. By the year 2000, the growth in Physical Therapy is expected to be 57% and for Occupational Therapy 50%. Recruitment is affected by a decreased number of viable candidates. Bureau of Labor Statistics studies support the findings of the AHA and have noted a current 25% shortage in the field of Occupational Therapy.

MARY KRYWUCKI: OVERVIEW PHS RECRUITMENT PROGRAM

The Program has been in existence for about 4 years. Institution of the program came from a work group commissioned by Dr. Koop as part of the PHS revitalization program that identified recruitment and retention as major areas in need of concentrated effort. This effort was to be centralized for the PHS. It was placed in National Health Service Corps which is one of the divisions in the Bureau of Health Care Delivery Administration.

A memorandum of understanding was developed between BHCDA and IHS to pool resources in the area of recruitment. Priorities set for this effort by category were Physicians, Nurses, and Pharmacists. Other categories were inherited by the Branch which has tried to keep agencies alerted to individuals who have submitted PHS #50 form. (Application Forms)

\* Of special note, Ms. Krywucki stated that the recruitment branch cannot offer prospective employees a job. The Recruitment Branch is to gain interest in the PHS and refer the applicant to an appropriate contact person who would have information on current vacancies. List of contacts for agencies: ATTACHMENT C.

CAPT Gary Hunt has been identified as the lead recruiter for the Therapist Category over the past 24 months. Therapist category related PHS #50's have been sent to him from the Recruitment Branch.

There is a major contract with an outside company to aide in up-front recruitment and marketing activities. This company helps with ad placements and development as well as composition of recruitment letters. The Therapist Category was first to develop a recruitment brochure ("Therapist Opportunities") specific to a category, however this document is currently in need of an update.

Contract staff receives calls and gathers basic information on the individual making the inquiry and forwards that information to the designated lead recruiter. Emphasis is placed on entry level individuals with informational documents and PHS application being mailed. The lead recruiter's phone number and address are given to the interested party in order to provide a contact for more specific questions if they should exist.

Database in Recruitment contains 20,000 people looking for a variety of placements. The system has been reviewed recently and purged. Therapy Category breakdown since July 1990: Audiology - 1, Occupational Therapy - 4, Physical Therapy - 22, Speech - 1. A copy of Therapy database which dated back to beginning of system was circulated.

DISCUSSION: A request was made that TPAC establish a protocol for dissemination of lists put together by the Recruitment Branch. CDR Elaine Corrigan has volunteered as a facilitator in the dissemination of information.

CAPT Swett noted that follow-up interviews often do not result in the identification of an individual ready to be hired. (In one instance he reviewed 162 people and obtained only one viable candidate).

CAPT Mansell suggested that a quarterly update system be developed whereby the Recruitment committee chairman would be kept advised of contacts made and which candidates continued to be viable.

Non-entry level recruiting is an issue that was suggested for future discussion by the TPAC.

CAPT Mansell suggested that TPAC review the Recruitment plan and identify what staffing level is necessary for each Agency.

Recruiter Seminars have been developed to share information and materials with Associate Recruiters. Funding to attend these seminars must come from individual agencies. It was noted that there are 43 Associate Recruiters in the Therapist Category.

CAPT Swett asked for a clarification in regard to the relations between Recruitment and Application/Transaction branches. PHS #50's are sent to Applications/Transactions by the Recruitment branch. Recruitment forwards (Therapist) documents to lead recruiter (CAPT Hunt) for the Category. The suggestion was made to explore the development of a feedback loop to provide information and updates for the Field and Recruitment Branch.

CDR B. Ferguson provided an insight into her function. She is assigned to Tuskegee University. Part of the memorandum of agreement with the University calls for involvement in teaching programs for Allied Health, involvement with recruiting for the University and career counselling. In addition, she covers seven states in the Southeast at historically black colleges and universities. She also visits schools that are near these institutions. Meetings at Tuskegee are held on a monthly and sometimes bi-monthly basis to advise students of opportunities in the PHS.

Barbara stated that in speaking with students, as well as experienced Therapy staff, the most notable problem in recruitment has been the low level of entry level pay in the PHS & Civil Service.

To aid in recruitment efforts, Barbara presented and discussed a draft document, "Developing Centers of Influence." (ATTACHMENT D)

This program was proposed to the TPAC as a way of accomplishing 2 purposes:

- (a) Improve therapist skills in recruitment
- (b) Attack recruitment regionally to allow for more recognition of PHS.

Issues that might be explored for improving recruitment are loan repayment, special pay, Longevity/Retention Pay (Bonus), and an Accession bonus for the Therapy Category.

CAPT Swett noted that our programs now take students from approximately 28 schools, and this also results in direct contact with clinical faculty. Regular attendance at Job Fairs is also part of the field effort.

Mary Krywucki noted that Recruitment could help financially in sponsoring receptions and hospitality rooms at National Meetings. It was suggested that this be explored for the APTA National meeting in June, 1991 to be held at Boston, MA.

## VII. New Business

- A. An overview of Strategic Planning was presented by CAPT Diullo which detailed the basic concepts and how they are currently being utilized in the Bureau of Prisons.
- B. CAPT Swett presented the members with a sample document to help in the retrieval of information and feedback from the field. This exercise relates back to the TPAC Charter as well as the Policy & Procedures currently being developed by CDR David Nestor. It was pointed out that we will be "seeing if we are doing things right" and verify "if we are doing the right thing." Input from the field is the key element in this process. CAPT Swett worked through the system with the TPAC members. (ATTACHMENT E)

Group discussion produced such OBJECTIVES as:

- Recruitment of New Officers
- Retention of Officers
- Career Development/Progressive Assignments
- Awards
- Officer Education
  - 1. Related to Personnel Issues (OPF, COERS leave, promotions, etc. )
  - 2. Mentor Program or Big Brother/Sister Program

The Chair noted that Strategic Planning would enhance the function of the TPAC by identifying the most important issues and establishing a priority for these issues. Meetings would be more productive under such a system since the orientation would take on more of a work group approach rather than a forum for the dissemination of information.

C. Awards

The committee engaged in a review of the awards process based upon the difficulty field staff have experienced in receiving awards. It was the consensus that this topic would be an excellent issue to explore. Issues discussed have been placed on the form developed by CAPT Swett for "Membership Information Retrieval." (ATTACHMENT F)

CAPT Fromherz made the point that the awards process is not combined with the promotion process. Also, people should be updating their OPF on a regular basis rather than waiting until they are being considered for a promotion.

Additionally, CAPT Fromherz pointed out that the awards process and the COER of an officer should be consistent, i.e. one is a reflection of the other and that each supports the other. Pertinent to this is the section of the COER where the officer delineates his duties, accomplishments, and goals. Attention to detail in this area should be encouraged. (ATTACHMENT G)

D. Chair, LCDR Oakley requested consideration of the formulation of subcommittees on (a) Awards, (b) Orientation, and (c) others (as determined). It was the consensus of members present that the Strategic Planning initiative may result in the identification of other areas.

CAPT Hartman noted that feedback from the field would be a driving force for the TPAC in future initiatives.

CDR Schroeder suggested that the TPAC identify any uncompleted projects and then review the Charter to identify future goals and allow field personnel to prioritize items that are identified.

LCDR Oakley noted that currently there are 4 identified goals with 14 objectives. Discussion then occurred in regard to how the goals and objectives could be plugged into the recommended format as proposed by CAPT Swett.

ACTION ITEM: This process will be reviewed by each Committee member prior to the next meeting. Objective(s) and goals will be formulated for consideration and involvement of the field over the summer months. Implementation will take place at the September TPAC meeting.

ACTION ITEM: CAPT Hartman will review revised Charter and place objectives under the corresponding goal. This information will be forwarded to Chair by March 31, 1991.

ACTION ITEM: CAPT Swett will revise information retrieval document and forward document to the Chair by March 31, 1991.

- E. CAPT Fromherz presented a draft document of the Training and Education (TRE) survey to be incorporated into the next Assignment Preference Phone Listing and Education System (APPLES) survey. The purpose of the TRE section is to give officers the opportunity to identify in priority order the specialty area(s) in which they feel they are qualified to work during their current and/or future assignment(s) within the Public Health Service.

The data will be used by DCP to assist officers in meeting their career goals by matching the officers TRE with the manpower needs of the agencies giving the officer the opportunity to compete for career enhancing assignments. DCP will also use the data to identify officers who have the TRE to meet special or temporary duty assignments and to enhance communications with and between officers with similar training, education, and interests. Implementation of the new survey tool will require a review and probable revision of the specialty codes for all categories.

ACTION ITEM: Chairman will appoint a committee with representation from each profession to review and update the Therapist category specialty codes. (ATTACHMENT H)

#### VIII. Reports

- A. Chairperson: LCDR F. Oakley  
Please see report (ATTACHMENT I)
- B. Chief Professional Officer: CAPT R. Mansell  
Please see report (ATTACHMENT J)
- C. DCP Representative: CAPT W. Fromherz  
Please see minutes.
- D. Indian Health Service: CAPT D. Swett  
Please see report (ATTACHMENT K)
- E. Coast Guard: LCDR E. Koziatek  
No report.
- F. Food and Drug Administration: CDR M. Schroeder  
Nothing to report.



- G. Carville: CAPT J. Krotoski/CAPT J. Birke  
No report.
- H. National Institute of Health
  - 01. Occupational Therapy: LT G. Grogan  
Please see report (ATTACHMENT L)
  - 02. Physical Therapy: LT M. Smith  
Nothing to report.
  - 03. Biomechanics Laboratory: LT K. Siegel  
Nothing to report
- I. Bureau of Prisons: CAPT G. Diullo  
Please see report (ATTACHMENT M)
- J. Research Award Activity: CAPT J. Birke  
No report.
- K. Comm. Mental Health Service: CDR G. Schofield  
Please see report (ATTACHMENT N)
- L. Federal Employee Occup. Health: CAPT A. Plumstead  
No report.
- M. PHS Recruitment Branch: CDR B. Ferguson  
Please see report (ATTACHMENT O)
- N. Education: CDR B. Brown  
Please see report (ATTACHMENT P)

Respectfully submitted,



CAPT Gene Diullo  
Secretary, TPAC  
Date: 4/16/91

Concur:

LCDR Frances Oakley  
Chairperson, TPAC  
Date: TS

Reviewed:

CAPT R. Mansell  
Chief Professional Officer  
Therapist Category