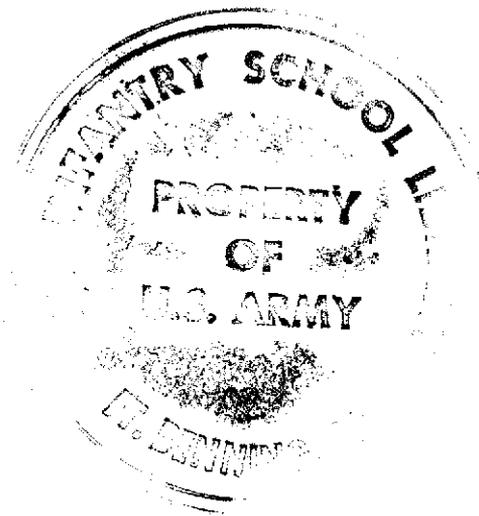


BOOK DEPARTMENT OFFICER

Captain William F.X. Knowlton
Roster Number 102, Faculty Advisor Group 7, IOAC 1-70
January 1970



The United States Army Infantry School
Fort Benning, Georgia 31905
5 January 1970

IOAC 1-70

SUBJECT: Book Department Officer

1. PROBLEM. To determine whether military personnel should be utilized as book department officer.

2. ASSUMPTION. Military or civilian personnel having the requisite education and experience qualifications will be available to assume the responsibilities of the book department officer.

3. FACTS BEARING ON THE PROBLEM.

a. Stringent education and experience requisites must have been attained prior to being assigned as book department officer. (ANNEX A)

b. The duration of assignment of military personnel as book department officer has been inconsistent. (ANNEX A)

c. Army Regulation 230-43 prohibits the utilization of military personnel as book department officer except where local circumstances preclude the employment of civilian personnel. (ANNEX C)

4. DISCUSSION.

a. A knowledgeable book department officer is a necessity for competent operation of the book department. He must be qualified in the fields of stock movement analysis, personnel management, accounting functions, inventory control and long range planning. (ANNEX A)

b. The inconsistent duration of assignment of the book department officer, fluctuating from one to seven months, aggravates the stability of the book department. First, it is detrimental to the procurment of suitable personnel having the requisite qualifications to serve as book department officer. Secondly, the sporadic changes in management foster a lack of continuity within the business. (ANNEX A)

c. The present utilization of military personnel as book department officer is in violation of Army Regulation 230-43. Local circumstances do not preclude the employment of civilian personnel to serve as book department officer. (ANNEX A) (ANNEX B) (ANNEX C)

d. Assignment as book department officer for a minimum period of one year would be beneficial to the book department. Such an assignment, however, would not enhance the officer's military proficiency. (ANNEX A)

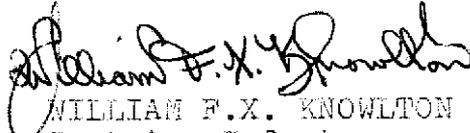
5. CONCLUSION: Military personnel should not be utilized as book department officer.

6. ACTIONS RECOMMENDED.

a. The approval of the conclusion in paragraph 5.

b. Compliance with Army Regulation 230-43.

c. Consideration of this study be made by the Assistant Commandant of the United States Army Infantry School.


WILLIAM F.X. KNOWLTON
Captain, Infantry
687-1946

ANNEXES: A - Book Department Officer
B - Memorandum For Record
C - Bibliography

CONCURRENCES: (Omitted)

NONCONCURRENCES: (Omitted)

CONSIDERATION OF NONCONCURRENCES: (Omitted)

ANNEXES ADDED: (Omitted)

ACTION BY APPROVING AUTHORITY:

DATE:

Approved (disapproved), including (excluding) exceptions.

Signature

ANNEX A - Book Department Officer

Summation of interview with Fort Benning Book Department Officer

1. The book department Officer supervises the Deputy Book Department Officer, Main Store Manager, Branch Store Managers, Accounting Section, Stockroom Clerks, Janitorial Personnel, Warehouse Personnel and the Mail Order Clerk. Specifically he is charged with the following duties:

a. Directly responsible for control, operations and functions in compliance with the established policies and regulations.

b. Establishes policies and procedures for determining and maintaining adequate levels of all merchandise and supplies. Renders decisions on all orders and plans for seasonal merchandise.

c. Determines categories of merchandise to be stocked in all stores.

d. Determines proper stock level and coordinates with sales personnel and stockroom clerk in determining when merchandise should be reordered. Initiates Purchase Order requests for all merchandise except items of special order.

e. Maintains contact and interviews with salesmen in selecting merchandise to be purchased. Makes selection of vendor based upon the best buy and services offered.

f. Establishes special prices for sale of specific gift items to unit funds on repetitive sales basis.

g. Responsible for planning special sales including pricing of items.

h. Maintains close supervision to insure proper and prompt disposition of damaged merchandise and obsolete materials.

i. Continually checks on receiving reports to determine if prompt shipments are being made to the Book Department on back orders, individual orders and orders from regular stock.

j. Responsible for all functions pertaining to personnel administration including matters of leave requests, on-the-job training of personnel directly supervised and routine disciplinary matters. Must also decide on matters concerning promotions, salaries, release or hiring of personnel and unusual disciplinary cases.

k. Responsible for maintaining proper appearance and police of book store facilities.

l. Primarily responsible for the physical layout of facilities and changes to improve sales and operations.

m. Responsible for security of buildings, delegates responsibility as required.

n. Responsible for complaints.

o. Directly responsible for the encouragement of patronization of book store facilities by all units on post thru direct personal contact and services of accounts.

p. Studies operation statements developed by the Accounting Section and discusses with the Book Department Council any unusual actions to be taken.

q. Directly responsible for inventory control, disbursements and fund accountability.

2. Performing the duties of the book department officer requires a detailed knowledge in the fields of stock movement analysis, personnel management, accounting functions, inventory control and long range planning. Requisite educational and experience qualifications have not been established for the position of book department officer; however, it is evident that substantial business experience and education be acquired prior to being assigned these duties.

3. The utilization of military personnel in the role of book department officer has been inconsistent. The following dates show the duration of office of each book department officer and statistically establish the inconsistency:

- a. July 1966 --- August 1966 (one month)
- b. August 1966 --- January 1967 (five months)
- c. January 1967 --- April 1967 (three months)
- d. April 1967 --- June 1967 (three months)
- e. July 1967 --- October 1967 (three months)
- f. October 1967 --- June 1968 (eight months)
- g. June 1968 --- October 1968 (four months)
- h. October 1968 --- May 1969 (seven months)
- i. May 1969 --- Present

The present book department officer was scheduled for reassignment during the month of October 1969. Due to the extension of his military obligation for a one year period, he was retained in his present position.

4. The factors of personnel turnover and requisite qualifications have a direct bearing on the availability of suitable personnel to assume the duties of book department officer. These factors not only place a stringent requirement on personnel assignment but also serve as a deterrent to the financial growth of the book department. The sporadic changes in management foster a lack of continuity within the business. Long term projects procrastinate based on the amount of emphasis the present book department officer places on the former's projects. This is exemplified by the book department's warehouse which took over two years to complete.

5. As in any organization, the immediate goal of a leader is to win the respect and support of his subordinates. The book department is no exception to this rule. Considering this aspect from the subordinate level reveals the problem of identifying oneself with the head of the department. The constant change in book department officers does not add stability to personnel loyalty.

6. The duration of assignment for an officer serving as book department officer should be a minimum period of one year. Based on the complexity of the organization, a two year term would be more beneficial.

7. Organization and management are the only military related skills developed while serving in this capacity. The present book department officer has not been required nor had the opportunity to utilize his military skills since his assignment in May 1969. This assignment has also resulted in a forfeiture of additional experience that may have been gained through exposure within his assigned field. Personnel assigned to this task, regardless of branch, will find the assignment a deterrent to military development.

8. Army Regulation 230-43 requires the utilization of civilian personnel as book department officer except where local circumstances preclude the hiring of such. The employment of a civilian, as outlined in AR 230-43, would be beneficial to the operation of the book department. Such an appointment would require no change in established policies and procedures. As book department officer he would assume the role of a special staff member of the commandant's staff and would respond to the directives of the commandant.

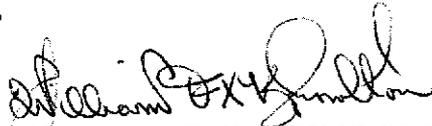
9. Military personnel serving in the capacity of book department officer receive their salaries through normal finance procedures. Civilian personnel employed as book department officer would receive their salaries from the book department fund.

5 January 1970

MEMORANDUM FOR RECORD:

SUBJECT: Book Department Officer (Fort Knox) (1:3)

1. An inspection of the Fort Knox Book Department was conducted during the month of February 1969 by the Manpower Management Team, United States Continental Army Command (USCONARC). As a result of this inspection, the commandant of the United States Army Armor School was required to re-assign the officer serving as the book department officer. The commandant, in compliance with Army Regulation 230-43, appointed a qualified civilian to serve as the book department officer.
2. Army Regulation 230-43 was referenced by the USCONARC Manpower Management Team as the controlling document for this matter. This regulation prohibits the utilization of military personnel as book department officer except where local circumstances preclude the employment of civilian personnel.
3. A confirmation of the above decision was obtained from Captain P.D. Trout, Chief, Administration Services Division, Fort Knox, Kentucky. Captain Trout can be reached by calling AUTOVON 726-3300, ext 47660.


WILLIAM F.X. KNOWLTON
Captain, Infantry

ANNEX C - Bibliography

1. AR 230-43, Nonappropriated Funds and Related Activities Book Departments and Commandants' Welfare Funds (Washington, D.C.: Department of the Army, October, 1969).