



DEPARTMENT OF THE NAVY  
NAVAL DENTAL CENTER SOUTHWEST  
2310 CRAVEN ST.  
SAN DIEGO, CALIFORNIA 92136-5596

NDCSWINST 5450.1J  
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12 Jul 01

**NAVDENCEN SOUTHWEST INSTRUCTION 5450.1J**

Subj: **COMMAND ORGANIZATION MANUAL**

1. Purpose. To promulgate the Command Organization Manual for the Naval Dental Center Southwest, San Diego, California.
2. Cancellation. NAVDENCENSIEGOINST 5450.1H
3. Scope. The Organization Manual is the basic organizational directive of the Naval Dental Center Southwest. Functional guides in the Manual outline the responsibilities, tasks, authorities and principal relationships of key individuals.
4. Contents. The contents of the Manual are limited primarily to matters of internal organization, and they are not to be construed as contravening, altering, or amending the provisions of Navy Regulations, the Manual of the Medical Department, or any other directives of higher authority. In the event any conflict with superior authority is discovered the circumstances shall be brought to the immediate attention of the Commanding Officer for appropriate action.
5. Command Directives. The Organization Manual shall be supplemented by command directives.
6. Custody. Each person to whom a copy of the Manual is issued shall be responsible for its custody and proper maintenance.
7. Changes. Changes to the Command Organizational Manual shall be issued when necessary.
8. Action. All officers of the command shall have a working knowledge of the Manual and thorough knowledge of those portions applying to their areas of responsibility. Directors and Department Heads shall be responsible for disseminating applicable provisions of the Manual to their personnel.

  
J. W. KIRBY

Distribution:  
List I, Case 1, 2

NDCSWINST 5450.1J  
12 Jul 01

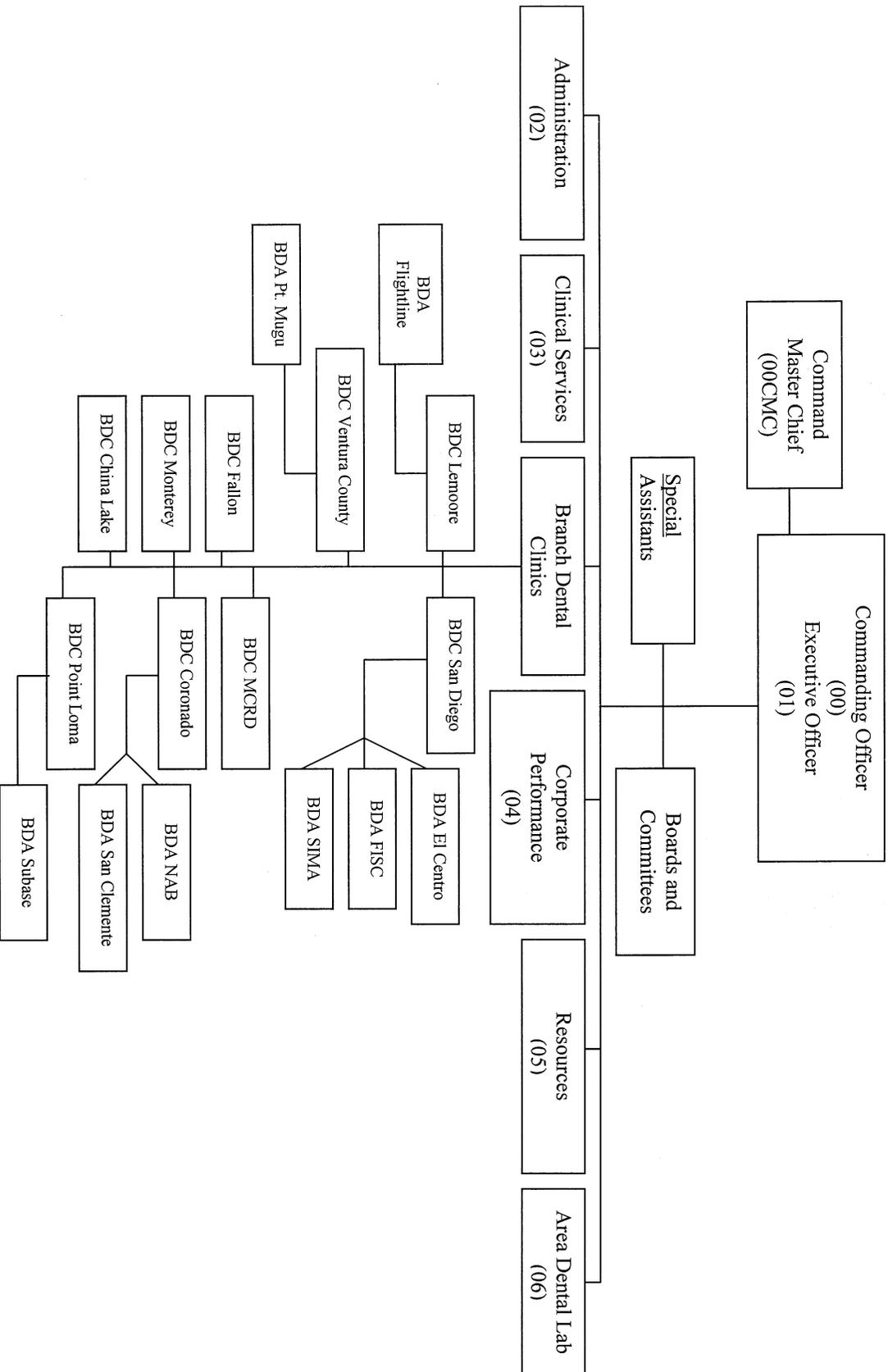
**NAVAL DENTAL CENTER  
SOUTHWEST  
COMMAND ORGANIZATION  
MANUAL**

TABLE OF CONTENTS

<u>TOPIC</u>	<u>PAGE</u>
XI - ORGANIZATIONAL CHART OF THE NAVAL DENTAL CENTER SOUTHWEST.....	iii
XII - STANDARD BILLET SEQUENCE CODES.....	v
1. NAVAL DENTAL CENTER.....	1
Status and Command Relationships	
Mission	
Functions	
2. COMMANDING OFFICER.....	3
Mission	
Functions	
3. EXECUTIVE OFFICER.....	5
Mission	
Functions	
4. COMMAND MASTER CHIEF.....	6
Mission	
Functions	
5. SPECIAL ASSISTANTS.....	7
Public Affairs Officer	
Reserve Liaison Officer	
Safety Manager	
Professional Affairs and Quality Assurance Coordinator	
Drug and Alcohol Program Advisor	
Command Evaluation Officer	
Command Clinical Consultants	
Legal Officer	
6. COMMITTEES AND BOARDS.....	8
Executive Steering Committee	
Safety Committee	
Budget Advisory Committee	
Controlled Substances Audit Board	
Infection Control Committee	

Credentials Committee  
Executive Committee of the Dental Staff

7. DIRECTOR FOR ADMINISTRATION.....	10
Mission	
Functions	
Organizational Diagram.....	12
Material Management	12
Operating Management Department	
Personnel Department	
Management Information Department	
Education and Training Department	
8. DIRECTOR FOR RESOURCES.....	15
Organizational Diagram.....	15
9. DIRECTOR FOR CLINICAL SERVICES.....	16
Organizational Chart.....	17
10. DIRECTOR FOR CORPORATE PERFORMANCE.....	17
Organizational Chart.....	18
11. DIRECTOR BRANCH DENTAL CLINIC.....	18
Organizational Chart.....	21
Branch Dental Clinic Generic Relationship Diagram	
Command Structure of Branch Dental Clinics	
12. SPECIALTY CONSULTANTS.....	22
13. DIRECTOR AREA DENTAL LABORATORY.....	23
Organizational Chart.....	25
14. Record of Changes.....	26



NDCSWINST 5450.1J  
12 Jul 01

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NAVAL DENTAL CENTER SOUTHWEST  
STANDARD BILLET SEQUENCE CODES  
AND MANPOWER HEADER TITLE

<u>Billet Sequence Code</u>	<u>Manpower Header Title</u>
01020	Commanding Officer
01120	Special Assistants Civilian Personnel Officer Public Affairs Officer Command Master Chief Safety Manager Drug and Alcohol Program Manager Legal Officer
03020	Executive Officer
04020	Director for Administration
06020	Director for Resources/Comptroller
04040	Head, Personnel Administration Department
04080	Head, Operating Management Department
06040	Head, Materials Management Department
08020	Head, Education and Training Department
30020	Director of Dental Services
31020	Head, Operative Dentistry Department
32020	Head, Endodontics Department
33020	Head, Oral Diagnosis Department
34020	Head, Oral Surgery Department
35020	Head, Orthodontics Department
36010	Head, Periodontics Department

NDCSWINST 5450.1J  
12 Jul 01

37020	Head, Preventive Dentistry Department
38020	Head, Prosthodontics Department
50000	Director, Area Dental Laboratory
62000	Director, Branch Dental Clinic, Ventura County
64100	Director, Branch Dental Clinic, Fallon NV
65010	Director, Branch Dental Clinic, Lemoore NAS
65100	Director, Branch Dental Clinic, Naval Station Coronado
66000	Director, Branch Dental Annex, Naval Amphibious Base
67100	Director, Branch Dental Clinic, Naval Postgraduate School Monterey, CA
90020	Director, Branch Dental Clinic, Naval Station Point Loma
93020	Director, Branch Dental Recruit Clinic, Marine Corps Recruit Depot

## 1. Naval Dental Center

a. Status and Command Relationships. The Naval Dental Center Southwest, San Diego California is a shore activity in an active (fully operational) status under a commanding officer. The command is under the military command of Commander, Navy Region, Southwest, San Diego California and, effective 01 Oct 00, initiated an organizational re-alignment reflecting the current organization of Navy Region, Southwest. The Chief, Bureau of Medicine and Surgery exercises primary and technical support. The Naval Dental Center Southwest is subject to the area coordination authority of the Commander-in-Chief, Pacific Fleet, Pearl Harbor, Hawaii and the regional area coordination authority of the Commander, Navy Region, Southwest, San Diego, California.

b. Mission. Provide comprehensive dental services to Navy and Marine Corps units of the operating forces, shore activities, and other authorized personnel in the assigned geographic area as prescribed by Title 10, U. S. Code, and other applicable directives. Operate assigned component dental care facilities. Ensure that all assigned military personnel are both aware of and properly trained for the performance of their assigned day-to-day, contingency and wartime duties. Ensure the safety and health of assigned personnel and patients under the care of the command is foremost. Ensure that the Center and its component facilities are maintained in a proper state of material and personnel readiness to fulfill wartime and contingency mission plans. Provide, as directed, dental care services in support of the Navy and Marine Corps units of the operating forces and shore activities to ensure the highest possible degree of operational readiness of these forces and activities. Conduct appropriate education programs for assigned military personnel to ensure that both military and dental health care standards of conduct and performance are achieved and maintained. Participate as an integral element of the Navy and Tri-Service Regional Health Care System. Cooperate with military and civilian authorities in matters pertaining to public health, local disasters, and other emergencies.

### c. Functions

(1) Provides comprehensive outpatient dental care services to Navy and Marine Corps units of the operating forces, shore activities, and other authorized beneficiaries as prescribed by Title 10, U.S. Code.

(2) Trains personnel in billets designated for augmentation of the operating forces and maintains their health status so that they are operationally ready for deployment.

(3) Develops, operates, and manages administrative and logistical plans and programs in compliance with current directives.

(4) Exercises command and control over the operation of subordinate dental care facilities.

(5) Maintains liaison with shore commands and units of the operating forces receiving dental care from the command.

12 Jul 01

(6) Conducts patient education and public relations programs to promote consumer awareness and satisfaction.

(7) Maintains standards of dental health care for accreditation and recognition as required by governmental and civilian agencies and commissions.

(8) Operates an effective quality assurance/risk management program, as directed, to assess and improve the delivery of dental care.

(9) Conducts indoctrination and training programs to enhance the military and professional competence of officer personnel.

(10) Provides in-service and on-the-job training for Dental Technicians.

(11) Provides a command indoctrination program for all reporting personnel.

(12) Conducts a personnel management program for selective rotation of command personnel for education and training purposes to achieve more efficient and effective use of dental care resources.

(13) Executes Memoranda of Understanding (MOU's) and Interservice Support Agreements (ISSA's) for purposes of mutual education, training, or support services.

(14) Provides dental equipment maintenance and repair service to assigned dental care treatment activities and commands in the local area as requested or required by current directives.

(15) Provides and coordinates preventive dentistry programs for personnel of the operating forces, shore activities, and other beneficiaries as directed by Title 10, U.S. Code.

(16) Operates and maintains an equal opportunity program under existing laws and regulations.

(17) Maintains liaison with and provides naval representation to various committees, groups and organizations of a military, governmental, commercial, scientific, or professional nature with regard to dental care and related subjects as directed.

(18) Confers with civilian consultants on professional matters, including the education and training of officers.

(19) Conducts training, as directed, for postdoctoral fellowships, clinical clerks, and others, including orientation, indoctrination, observer, refresher, and familiarization training.

(20) Develops and administers continuing education courses at the graduate level for active duty and reserve dental officers.

(21) Provides or undertakes such other appropriate functions as may be directed by higher authority.

## 2. **Commanding Officer**

d. **Mission.** Serves as the Commanding Officer and is charged with accomplishing the economic, effective, and efficient performance of the functions and operations of the Center in accordance with U.S. Navy Regulations, the Manual of the Medical Department, and other directives issued by competent authority. The Commanding Officer is responsible for the professional care and services provided to the patients in the Center and for the safety and well being of the entire command. Subject to the orders of higher authority, the Commanding Officer is vested with complete military jurisdiction within the command and over those component dental clinics that may come under the Commanding Officer's purview.

### e. Functions

- (1) Directs the legal expenditure of funds allotted to the command for its operation.
- (2) Issues instructions defining the responsibilities of the administrative and clinical departments and divisions regarding the use, expenditure, and conservation of supplies and equipment, the correctness of inventories, and the transfer of properties upon detachment of individual members of the command.
- (3) Ensures maintenance of good order and discipline within the command.
- (4) Exercises non-judicial punishment authority and may convene summary and/or special courts-martial (as authorized by the Manual for Courts Martial (1969 Rev.) and the Judge Advocate General's Manual) involving staff members, or other duly assigned command personnel.
- (5) Responsible for the health, welfare, and comfort of command personnel.
- (6) Maintains a public information program for the command, which shall include all areas of public relations applicable to and in the interest of the command.
- (7) Promotes and preserves good relations with local professional and civic organizations.
- (8) Requires obedience from all persons coming under jurisdiction of the Commanding Officer to Federal statute, and to the extent conflict does not exist, observes penal and civil laws of the state, territory, or district in which the Naval Dental Center is located.
- (9) Authorizes and directs the utilization of supplemental care from civilian or Federal sources in accordance with current directives.

12 Jul 01

(10) Provides for the military indoctrination and professional or technical training, as appropriate, of all personnel attached to the command for duty.

(11) Conducts staff conferences to discuss dental professional and administrative matters as required.

(12) Arranges for civilian consultants to confer with the clinic staff on consultations, professional training, and other matters, as required.

(13) Facilitates the use of professional and instructional services of the command by dental personnel attached to other activities.

(14) Ensures the maintenance of a Learning Center adequate to meet command requirements.

(15) Prohibits unauthorized collection of funds within the command, and unofficial pecuniary dealings between patients and command personnel.

(16) Ensures the timely preparation and submission of official reports and the maintenance and disposition of command records as prescribed by competent authority.

(17) Ensures that all correspondence submitted to higher authority pertaining to mission, policy, resources, logistics, facilities, manpower, readiness, contingencies, quality assurance, awards, and officer disciplinary matters shall be forwarded to Chief, BUPERS.

(18) Conducts, or causes to be conducted, necessary inspections to determine that the command is adequately staffed, that it is functioning economically and effectively, that clinical and administrative services are well managed and maintained. Ensures accepted standards of sanitation are maintained, and that pertinent laws, regulations, directives, and orders are being enforced.

(19) Provides assistance for local disasters and/or emergencies by directing that appropriate disaster plans and procedures for handling casualties be developed, and those personnel assigned disaster relief duties are drilled regularly and instructed continually in their assigned duties.

(20) Provides necessary assistance and facilities for inspections, investigations, and courts-martials held within the command on orders issued by competent authority.

(21) Reenlists or extends the enlistment of the enlisted personnel attached to the command.

(22) Acts as the Chairman of the TRICARE Region 9 Dental Advisory Board.

(23) Assigned as the Assistant Chief of Staff for Dentistry, Navy Region Southwest.

### 3. Executive Officer

f. Mission. Serves as Executive Officer and assumes command in the absence of the Commanding Officer. In the performance of these duties, the Executive Officer shall conform to and enforce the policies and orders of the Commanding Officer and shall keep the Commanding Officer informed of all significant matters pertaining to the command. The Executive Officer shall be primarily responsible, under the Commanding Officer, for the organization, performance of duty, operational readiness, provision of dental care services, and good order and discipline of the entire command.

#### g. Functions

(1) Assumes command in the absence of the Commanding Officer as required by Navy Regulations and current directives.

(2) Supervises the preparation, promulgation and distribution of plans, instructions, and other directives to ensure the effective and efficient execution of the decisions and policies of the Commanding Officer.

(3) Ensures the proper organization, performance, effectiveness, and discipline of the command.

(4) Assists the Commanding Officer in the execution of the dental readiness mission.

(5) Advises and assists the Commanding Officer in the execution of dental policies and the provision of effective and efficient delivery of dental care.

(6) Prepares and promulgates administrative procedures for the command.

(7) Assigns personnel resources within the command.

(8) Directs the training and education program for command personnel.

(9) Conducts frequent inspections of the command and effects remedial actions on discrepancies.

(10) Oversees the Command Public Affairs Program.

(11) Regulates leave and liberty for command personnel.

(12) Ensures that command safety and security measures, including the handling of classified material, are maintained in accordance with current directives.

(13) Program Manager: Equipment Review Committee; Command Retention Team.

12 Jul 01

(14) Committee Chairperson: Information Systems Executive Board; MWR Committee; Occupational Health Policy Council; Physical Security Review Committee; Position Management Review Committee.

(15) Maintains the morale and welfare of command personnel.

(16) Performs other duties as assigned by the Commanding Officer.

#### 4. Command Master Chief

h. Mission. As the senior enlisted advisor to the Commanding officer on all matters relating to enlisted policy, the Command Master Chief (CMC) reports directly to the Commanding Officer, however, the CMC must work closely with the Executive Officer in the dissemination and promotion of command policy. The CMC will function as an integral element of the chain of command.

i. Functions. Authority and responsibilities of the Command Master Chief shall include, but are not limited to the following:

(1) Maintain and promote effectiveness and efficiency of the chain of command. Assist the Commanding Officer in ensuring all lines of communication are available to all enlisted personnel.

(2) Assist the Commanding Officer in all matters pertaining to welfare, health, job satisfaction, morale, utilization, and training of enlisted personnel in order to promote traditional standards of good order and discipline.

(3) Assist the Commanding Officer on formulation and implementation of changes in Navy policy pertaining to enlisted personnel and ensure publication of changes via all available media.

(4) Directly oversee all activities of the Command Career Counselor and the administration of all command retention and attrition initiatives.

(5) Oversee the Command Sponsor Program, Command Indoctrination Program, Mentorship Program, Command Retention Team, and the enlisted performance evaluation process.

(6) Attend meetings as directed by the Commanding Officer to keep apprised of current issues and provide for enlisted representation.

(7) As enlisted performance evaluation process owner, ensure the timeliness and quality of submissions, and coordinate enlisted performance evaluation boards.

(8) Participate and assist in coordinating Command official functions, to include XOI, Captain's Mast, award ceremonies, reenlistments, inspections and other ceremonies as directed and act as the Command's enlisted representative in community and civic functions.

(9) When appropriate, represent or accompany the Commanding Officer to official functions, inspections and conferences.

(10) Communicate with the Personnel Officer, ESO, Command Career Counselor, CMEO, PAO, DAPA, CFAR and other personnel and offices to provide input regarding the enlisted community. Maintain liaison as the Commanding Officer's representative to all enlisted boards and committees established by the Command.

(11) Program Manager: Enlisted Evaluation Review Board, Senior Sailor of the Quarter Board, Savings Bond Program Officer and Voting Assistance Officer.

(12) Perform all other specific duties as directed by the Commanding Officer.

#### 5. Special Assistants

j. The following positions are special assistants to the Commanding Officer and Executive Officer at the Naval Dental Center, Southwest:

<u>Special Assistants</u>	<u>Responsible To</u>	Authority
(1) Public Affairs Officer	Executive Officer	OPNAVINST 3120.32A
(2) Reserve Liaison Officer	Executive Officer	BUMEDINST 1001.3
(3) Management Analyst	Director for Corporate Performance	
(4) Safety Manager	Commanding Officer	OPNAVINST 5100.23E
(5) Legal Officer	Commanding Officer	JAG MANUAL
(6) Professional Affairs and Quality Assurance Coordinator	Executive Officer	BUMEDINST 6010.13
(7) Drug and Alcohol Program Advisor	Commanding Officer	OPNAVINST 5350.4B
(8) Command Evaluation Officer	Commanding Officer	OPNAVINST 5000.52A

- (9) Command Clinical Consultants                      Commanding Officer    \*Note (1)

\* NOTE (1) The Clinical Consultants shall advise the CO on the status of the specialty, current and future trends in the delivery of care, equipment, materials, and philosophies relating to their specialty. They will also advise the CO on professional capabilities of staffing strategies.

**6. Committees and Boards**

The Commanding Officer shall appoint those boards and committees necessary to coordinate the planning and extension of programs; to deliberate and evaluate problems or situations and make recommendations to the Commanding Officer to conduct inventories, internal audits and examinations; and for other purposes as assigned in the directive establishing the board or committee. A complete list of Collateral Duties and Boards is contained in NAVDENCENSW Notice 5420.

a. Executive Steering Committee

(1) Membership: Commanding Officer, Executive Officer, Command Master Chief, Director for Administration, Director of Clinical Services, Director for Corporate Performance, Comptroller, Director, Branch Dental Clinic San Diego, Director, Branch Dental Clinic MCRD, Director Branch Dental Clinic Coronado, Senior Civilian.

(2) Chairman: Commanding Officer.

(3) The Executive Steering Committee (ESC) is the senior leadership team that defines the command's Mission, Vision, Values and Guiding Principals, directs its strategic planning and manages the overall performance of the command for efficiency and effectiveness. The ESC meets regularly to address all strategic and annual planning issues, as well as review the status of all strategic goal metrics and annual performance goals, major policy, resource, management and managed care issues. It shall:

(a) Review strategic plan annually in conjunction with the development of the command annual plan.

(b) Designs and monitors performance indicators (metrics) for strategic and annual goals.

(c) Ensures that ongoing process improvement initiatives are in alignment with higher authority and with the command's strategic direction.

(d) Monitors performance feedback to ensure process effectiveness.

(e) Provide resources for process improvement

(f) Oversee organizational performance by assuming a visible and active leadership and educational role.

b. Safety Committee:

- (1) Membership: As appointed by the Commanding Officer.
- (2) Chairman: As appointed by the Commanding Officer.
- (3) Responsibilities: To assist the Commanding Officer in eliminating specific safety and occupational health deficiencies.

c. Budget Advisory Committee

(1) Membership: Executive Officer, Director for Administration, Director for Clinical Services, Comptroller.

(2) Chairman: Executive Officer.

(3) Responsibilities:

(a) Assists the Commanding Officer in the control and utilization of financial resources of the Naval Dental Center.

(b) Advises and assists in the presentation and defense of the resource requirements budget for operation of the command.

(c) Reviews budget and programs requirements developed by clinical and administrative departments to ensure relationship to, and support of, the mission of the command.

(d) Monitors and reports program performance against management objectives.

(e) Make recommendations for programming and budgeting of manpower, facilities, equipment, and supplies.

d. Controlled Substances Audit Boards

(1) Membership: Three members, at least one of who shall be a commissioned officer as outlined in MANMED 21-24.

(2) Chairman: Senior Member.

(3) Responsibilities: As outlined in MANMED 21-24.

e. Infection Control Committee

(1) Membership: Command Infection Control Officer and Branch Infection Control Officers.

(2) Chairman: Infection Control Officer (Appointed by Commanding Officer).

(3) Responsibilities: Reviews, develops and manages local program, including mechanism for reporting and monitoring injuries and infections.

f. Executive Committee of the Dental Staff

(1) Membership: Director of Clinical Services, Professional Affairs Coordinator, Chairman Credentials Committee, Three Branch Clinic Directors, three Command Consultants, three Quality Advisors, and others as appointed by the Commanding Officer.

(2) Chairman: Director for Clinical Services.

(3) Responsibilities: Coordinating, monitoring, and evaluating the effectiveness and/or applicability of the Command's Quality Assessment and Improvement (QA) activities.

g. Credentials Committee

(1) Membership: Command Consultants and Professional Affairs Coordinator (non-voting, if non-dentist).

(2) Chairman: Naval Station Branch Dental Clinic, Director.

(3) Responsibilities: Meets monthly or as needed. Reviews, discusses and recommends all privileging action to the Commanding Officer. This includes the granting, renewing and modifying of initial or existing clinical privileges.

**7. Director for Administration**

a. Mission. The Director for Administration is the principal staff advisor to the Commanding Officer via the Executive Officer for the coordination and efficient operation of all functions relating to administration, material, supply, equipment, manpower, civilian personnel matters, and the implementation of policy and standards pertaining to management functions. The Director for Administration shall confer with the Director of Clinical Services, Director for Corporate Performance, Director, Area Dental Laboratory, and Directors of Branch Dental Clinics on matters of mutual concern.

b. Functions

(1) Advises the Commanding Officer via the Executive Officer on all matters pertaining to the administrative/support processes of the command as well as management of

staff education and training, Management Information, supply, manpower, and facility operations.

(2) Directs the planning, coordination, and implementation of policies and directives relating to staff education and training, Management Information, supply, manpower, and facility operations.

(3) Ensures the timely and effective operation of all subordinate administrative departments.

(4) Provides functional assistance to all dental clinics in support of patient care.

(5) Develops and directs enlisted and civilian in-service training and on-the-job training programs for the command.

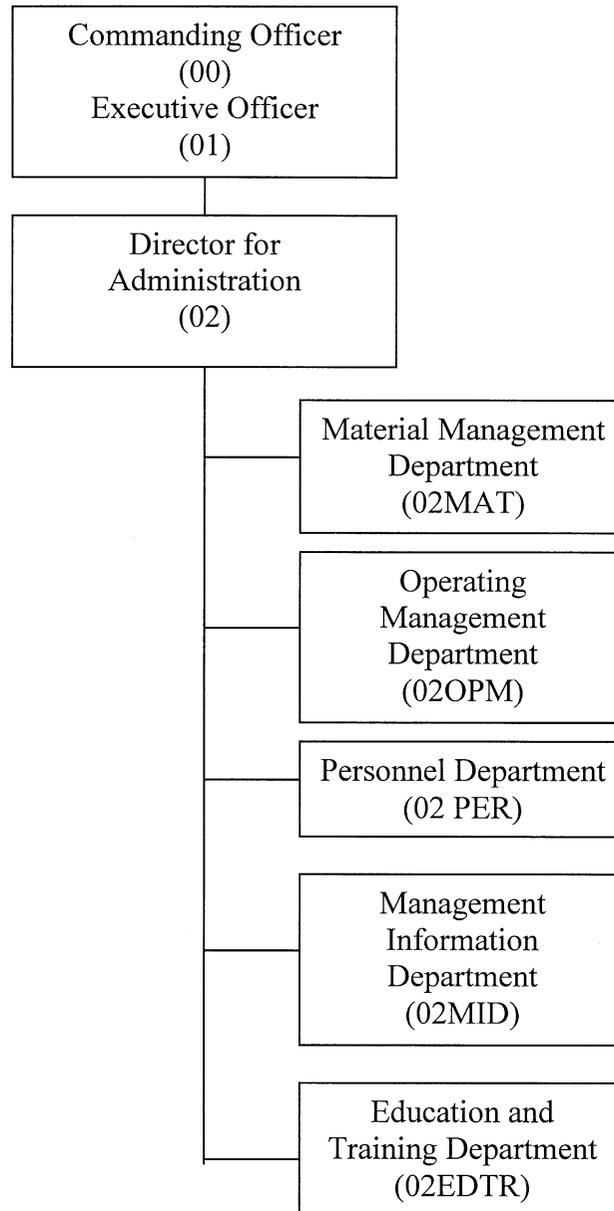
(6) Participates in the development of an annual budget plan.

(7) Participates in administrative decisions for formulating command policy, devising procedures essential to the achievement of objectives, and developing and evaluating programs and services.

(8) Program Manager: Classified Material Custodian, Deciding Official, civilian Grievance System, Forms Control and Management Committee, Command Historian, Public Affairs Officer, Security Manager.

(9) Performs other appropriate functions as directed by higher authority.

c. Diagram for Administrative Directorate (next page):



d. Material Management Department. Provides for the administration and control of supply functions. The Department is divided into three divisions:

(1) Supply Division. Provides for the procurement, receipt, storage, issue, inventory control, and security of all material under its custody. Administers supply procedures and prepares reports as directed; maintains purchase order files; tracks purchased materials and services to ensure timely delivery; provides customer assistance as required; maintains a technical library of items in the supply system. Monitors the flow of issued documents and

maintains accurate stock records, which reflect proper, item justification, price, and unit of issue, usage rate and appropriate objectives. Assigns Navy identification numbers to plant property; establishes plant property records; maintains minor equipment database and assigns appropriate numbers on minor equipment; screens and identifies all surveyed and excess materials, and maintains an active investment equipment replacement program.

(2) Equipment Maintenance and Repair Division. Provides maintenance and repair services within the Naval Dental Center and other supported facilities; maintains complete records of repair services rendered; provides training and instruction in the operation and maintenance of equipment to users; and maintains instructions for operation, repair manuals and maintenance record files.

e. Operating Management Department. Provides a variety of administrative and management support functions essential for command Operations. Included are physical security, reprographics, housekeeping, linen and postal services. The Department is divided into three divisions:

(1) Postal Services Division. Provides for postal, reprographics, staff recalls, telecommunications, linen, engraving and coordinates utilization of motor vehicles.

(2) Security Division. Provides for good order and discipline, internal and external security, urinalysis program and procedures included with processing personnel discipline matters in accordance with the UCMJ.

(3) Facilities Management Division. The Facilities Management Division provides for the planning, development, coordination, and control of the facilities maintenance repair program, and prepares special urgent minor construction and renovation projects. Ensures that facility requirements are developed and supported in accordance with the Shore Installations Facilities Planning and Programming Systems. Coordinates logistics for all command ceremonies and inspections.

f. Personnel Department. Directs and coordinates the Military and Civilian Personnel Program. In conjunction with the Comptroller, coordinates the Manpower Analysis functions related to budget execution. The Department is divided into three divisions:

(1) Personnel Staffing Division. Provides for the distribution, assignment, and analysis of military billets within the command. In conjunction with the Director for Corporate Performance, ensures ongoing validation of population data. Maintains the correspondence control system for official correspondence, documents, records, and reports; maintains the Command Tickler File; maintains master file of publications, instructions, notices, and command correspondence.

(2) Awards and Correspondence Division. Coordinates the preparation, distribution and forwarding to higher authority Awards and General Correspondence.

12 Jul 01

(3) Civilian Personnel Division. Coordinates the Civilian Personnel Program in accordance with Navy, DOD and OPM policies and regulations to include the areas of placement, wage and classification, employee development and training, employee benefits and labor-management relations. Acts as local Contracting Officer for contract personnel.

g. Management Information Department. Provides ADP support in the form of hardware installation, repair, and upgrade. Provides software installation and training. Provides technical advice on ADP related issues. Acts as primary point of contact on any computer system issues both internal to this command as well as intra-command systems. Department Head is an active member of the Information Systems Executive Board (ISEB). All Abbreviated System Decision Papers (ASDP) are reviewed by this department and presented to the ISEB. Appropriate measures are taken by the MID to acquisition and implement policy set forth by ISEB. Provides design and maintenance to the Command web page.

(1) MID Equipment Repair Division. Provides hardware support, maintenance and repair, establishment and maintenance of the LAN system and coordinates system purchases.

(2) Security, Software Support and Training Division. Coordinates MID systems security, maintains and upgrades system software and provides computer training for staff personnel.

h. Education and Training Department. The Education and Training Department provides guidance, documentation and administrative support for all required training. The department is comprised of four sections:

(1) Career Development. Provides guidance and administrative support for all career development training, such as: Leadership Training, Drivers Improvement, Base Indoctrination, off-duty education, and computer skills training. Provides Career Counselor administrative support.

(2) Continuing Education. Provides guidance and administrative support for all continuing education courses, such as: Honorarium requests, payment of honorariums, lecturer requests, appointment letters, confirmation letters, training certificates, letters of completion, requests for base gate access, room reservations, certificates of appreciation, receipts for payment, and registration lists.

(3) Advancement. Provides guidance and administrative support for all enlisted advancement cycles, such as: Certificates of Appointment, NAVPERS 1070/613 entries, proctor/board member appointments, Petty Officer Creed, Frocking Letters, notification letters, and verifying Advancement Eligibility Reports (AER's).

(4) Training Records. Training records are managed by the Standardized Personnel Management System (SPMS) and, as needed by individual training files for all personnel. Required training is documented into the database upon receipt of training rosters. Monthly

training reports are generated and submitted to the Command Training Officer (Head, Education and Training Department) for command review as required.

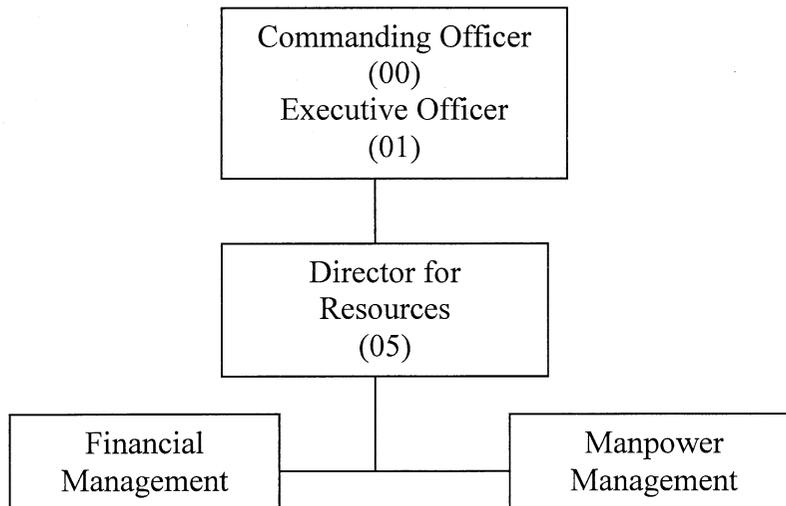
**8. Director for Resources**

a. Mission. The Director for Resources, or Comptroller, is the principal staff advisor to the Commanding Officer for all resource issues and directs all aspects of resource management. Includes the responsibility for ensuring all workload reporting requirements and manpower management functions that are related to budget formulation and execution. The Department is divided into two divisions.

b. Financial Management. Develops and administers a sound financial system, including formulation of an accounting system that is capable of providing data to permit managers to determine economic factors inherent in their scopes of operation. Performs costs analyses, formulates and monitors financial plans, and provides internal financial status reports.

c. Manpower Management. In conjunction with the Personnel Department, manages the Civilian force manpower allowances, Civilian manpower change requests, manpower issues in relationship to commercial activities (CA), efficiency review programs and staffing standards, and all other manpower functions that are related to budget formulation and execution.

d. Diagram for Director for Resources:



12 Jul 01

9. **Director of Clinical Services**

a. Mission. The Director, Clinical Services shall be primarily responsible, under the Executive Officer, for the delivery and quality of all clinical care services. The Director, Clinical Services shall work closely with the Director, Corporate Performance to analyze and apply processed information to the Command's clinical operations in a manner which improves health care delivery and Command efficiency.

(1) Coordinates with the Directors of Branch Dental Clinics to analyze and apply performance improvement indicators(metrics) to clinic operations in order to improve change/influence business operations.

(2) Ensures timely access to all clinical services.

(3) Analyzes clinical process variation and identify special causes. Take action to improve process performance.

(4) Make data-driven resource shifts to enable the most efficient achievement of the Command's mission.

(5) Ensures the achievement of the Command's strategic and annual plan goals for clinical services.

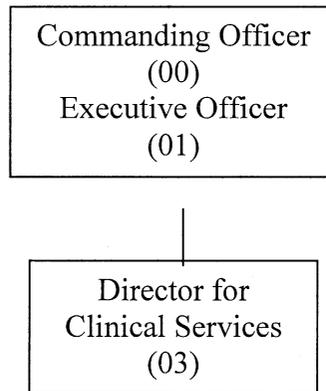
(6) As Chairman of the Executive Committee of the Dental Staff, coordinates the monitoring and evaluating of all Clinical Performance Improvement and Risk Management activities.

(7) Program Manager: Awards Board, Civilian of the Quarter (COQ) Board, Managed Care Coordinator, Operational Forces Liaison Program.

(8) Committee Chairperson: TRICARE Dental Care Plan, Executive Committee of the Dental Staff (ECODS)

(9) Oversees the management of the Quality Assurance/ Process Improvement Program to ensure compliance with program standards.

b. Diagram for Director for Clinical Services (next page):



#### 10. **Director for Corporate Performance**

a. **Introduction.** The Director for Corporate Performance (DCP) is the principal staff advisor to the Commanding Officer for the coordination, compilation, tracking and analysis of all command performance improvement initiatives and measurements. The Director for Corporate Performance is appointed by and reports to the Commanding Officer via the Executive Officer. Participates in administrative decisions for formulating command policy, devising procedures essential to the achievement of objectives as well as developing and evaluating programs and processes. The DCP shall confer with the Director of Clinical Services, Director, Fleet/FMF Support Operations, Director, Area Dental Laboratory, and Directors of Branch Dental Clinics, Process Improvement Coordinator, DENMIS Coordinator and Management Analyst on matters of mutual concern.

#### b. Function

(1) Ensures that all measurements of performance, to include command, Bureau of Medicine and Surgery, Commander in Chief, Pacific Fleet, and any other metrics as required by higher authority are compiled, tracked, analyzed and prepared for presentation.

(2) Educates and provides technical support to Branch Directors in the management of data for performance improvement and process management.

(3) Coordinates and receives all monthly Branch Dental Clinic metrics data.

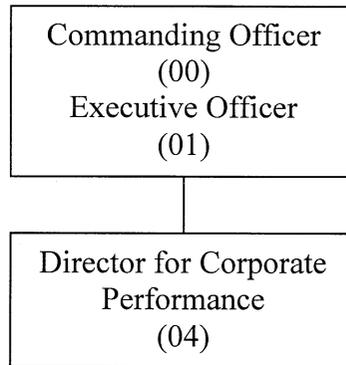
(4) Maintains, updates and secures all dental metrics databases.

(5) Utilizes existing databases to identify specific areas of performance which present opportunities for improvement.

(6) Provides functional assistance to all Branch Dental Clinics in support of performance measurement, data collection and metrics reporting.

(7) Oversee the coordination of the Command Evaluation Program, as submitted by the assigned management analyst and prepares reports for higher authority.

(8) Diagram for Director for Corporate Performance:



11. Director, Branch Dental Clinic

a. Introduction. The Director, Branch Dental Clinic (BDC) is assigned by and responsible to the Commanding Officer for the coordination of clinical and administrative services of assigned clinic and associated annexes (BDA) through the Executive Officer. All orders issued by the Director, Branch Dental Clinic shall be regarded as proceeding from the Commanding Officer. The Director, Branch Dental Clinic shall confer with the Director for Administration, Director of Clinical Services, Director for Corporate Performance and Director Area Dental Laboratory on matters of mutual concern.

b. Branch Dental Clinic Directors are assigned at the following locations: BDC Naval Station San Diego, BDC Marine Corps Recruit Depot, BDC Naval Station Coronado, BDC Naval Station Point Loma, BDC Ventura County, BDC Lemoore, BDC China Lake, BDC Fallon, NV and BDC Monterey.

c. Branch Dental Annexes are at the following locations: BDA Shore Intermediate Maintenance Activity, BDA Fleet Industrial Supply Center, BDA El Centro, BDA San Clemente, BDA Submarine Base, BDA Naval Amphibious Base, BDA Point Mugu, and BDA Lemoore Flightline. Each Branch Dental Annex is assigned an Annex Head who is administratively responsible to the respective Branch Dental Clinic Director. The functions and responsibilities of the Annex Head correspond to those identified for the Branch Dental Clinic Director.

d. Functions

(1) Ensures alignment with command strategic goals, annual performance goals and all initiatives for mission accomplishment. Ensures that the highest standards of clinical practices are maintained; that every effort is made to keep the quality of oral health care at the optimal

level; that dental recall programs are coordinated and maintained; and that the standards for the delivery of oral health care are in consonance with modern dental practice concepts.

(2) Provides clinical guidance; assumes responsibility for the practice of dentistry by personnel assigned to the dental clinic, and evaluates their performance.

(3) Informs and advises the Executive Officer regarding all activities, including the care and condition of patients. Meets with the Directorate of Clinical Services as required to plan, coordinate and evaluate activities relative to the delivery of dental health care within the command.

(4) Collaborates with the other clinical and administrative departments to promote quality dental treatment for patients.

(5) Participates in staff conferences and provides consultant services, as requested.

(6) Participates in and conducts appropriate portions of the naval dental training programs.

(7) Confers with civilian consultants on professional matters, including the education and training of officers.

(8) Conducts training, as directed, for Advanced Clinical Program students, clinical clerks, and others, including orientation, indoctrination, observer, refresher, and familiarization training.

(9) Promotes the continuing education of staff officers for professional growth and development.

(10) Supervises, directs, and supports, as directed, the practical phase of formal training courses for dental technicians and provides on-the-job training for auxiliary personnel assigned to the dental clinic.

(11) Initiates, conducts or participates in clinical and/or research studies, as directed.

(12) Maintains, subject to the approval of the Commanding Officer, a current organizational manual for the dental clinic.

(13) Promotes efficiency and economy of operations.

(14) Exercises general administrative supervision and control over spaces assigned to the dental clinic.

(15) Ensures the adequacy, security, maintenance, proper use, economy, and accounting of supplies and equipment.

NDCSWINST 5450.1J

12 Jul 01

(16) Ensures the proper preparation, maintenance, and prompt completion and submission of prescribed records, reports, and forms.

(17) Provides a safe working environment within the dental clinic for patients, staff and visitors, and brings to the safety manager's attention, as appropriate, occupational or environmental hazards.

(18) Ensures an equal opportunity environment for all persons and prohibits discriminatory practices.

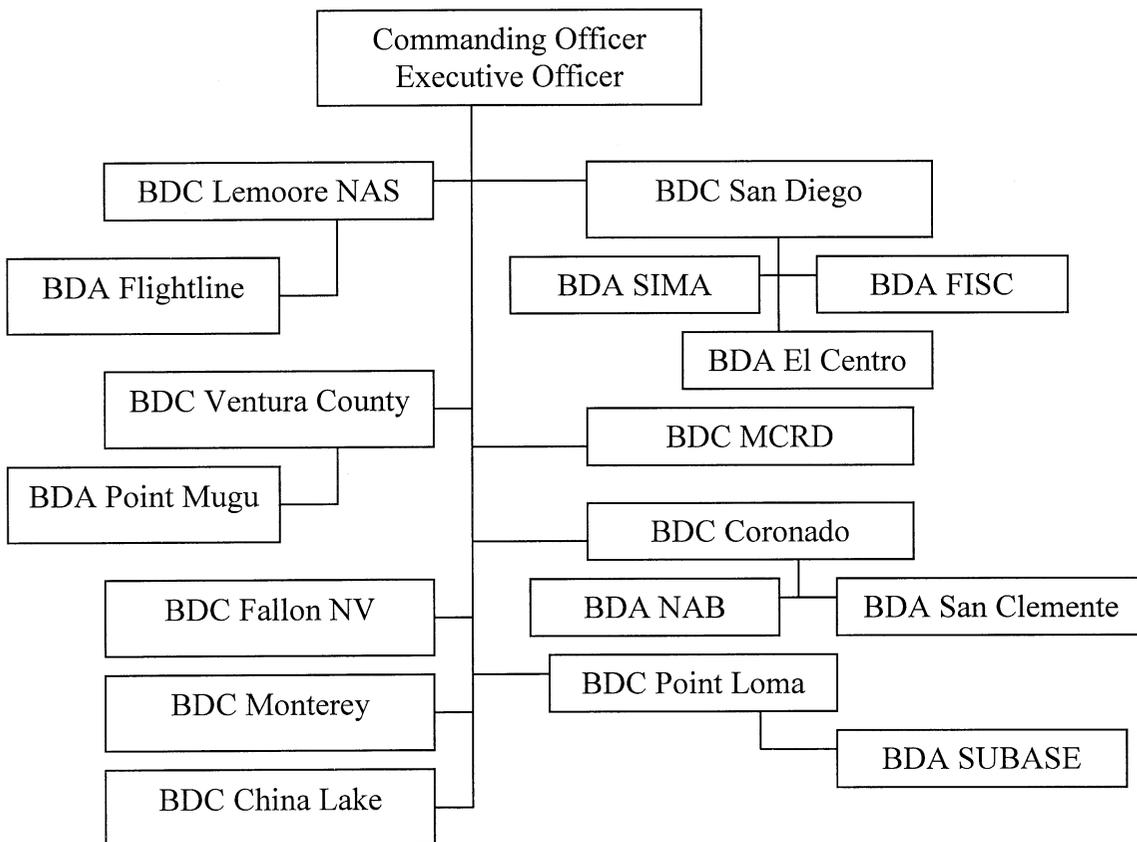
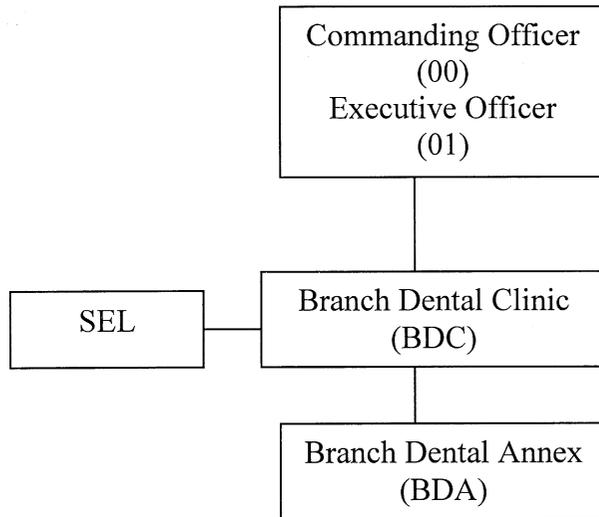
(19) Makes recommendations to the Commanding Officer for improvement of the dental health care delivery system.

(20) Acts as consultants for matters within their respective professional area, if appointed by the Commanding Officer.

(21) Provides Fleet Liaison function for operational population served, in concert with guidance from the central Operational Forces Liaison Program.

(22) Performs other appropriate functions as directed by higher authority.

(23) Effective 01 Oct 00, Branch Dental Clinic and Annex alignments and several name changes were initiated to reflect current organization of Navy Region, Southwest. Diagrams of Branch Dental Clinics; Generic BDC Diagram, Specific BDC Diagram reflect current alignments (next page):



## **12. Specialty Consultants/Department Heads**

a. Operative Dentistry Department. Provides diagnosis, treatment, consultation, and referral services for the preservation and restoration of the dentition and supporting structures.

b. Endodontics Department. Provides services for the diagnosis and treatment of diseases and injuries that affect the dental pulp and periapical tissues as well as consultation and referral services.

c. Oral Diagnosis Department. Provides treatment planning, roentgenographic review, emergency relief of pain, consultation, and referral services. This department shall be responsible for patient management and referral to required departments as indicated in the treatment plan. Provides for the proper custody and control for dental records. The department is divided into three divisions:

(1) Treatment Planning Division. Provides oral diagnosis, roentgenographic interpretation, record review, and coordinates the sequence of treatment through the various clinical departments.

(2) Radiology Division. Provides intra-oral, extra-oral and panoramic exposure and processing of x-ray films as required by the Treatment Planning Division and other clinical specialties.

(3) Dental Records Management Division. Performs the appointment scheduling functions, initiates procedures to ensure that patient failures are minimal; provides for the proper custody and control for all dental records and required forms; ensures that the patient's dental record is available for appropriate disposition.

d. Oral Surgery Department. Provides diagnosis, treatment, consultation and referral for the surgical correction of diseased, abnormal, or injured oral and facial structures.

e. Orofacial Pain and TMD Department. Provides diagnosis, treatment, consultation and referral for acute and chronic non-odontogenic sources of pain in the head, neck face and oral cavity.

f. Orthodontics Department. Provides examinations, treatment, consultation, and referral for eligible beneficiaries for the correction of malocclusion and other dentofacial abnormalities.

g. Periodontics Department. Provides examination, diagnosis, consultation, and referral services for the treatment of periodontal diseases or abnormalities, and the placement and maintenance of dental implants.

h. Preventive Dentistry Department. Provides oral hygiene instructions, treatment, consultation, and referral services in preventive dentistry. The Preventive Dentistry Department is divided into two divisions:

(1) Instruction Division. Provides demonstrations for individuals and groups in proper personal oral hygiene habits, plaque control procedures, supervises self-prophylaxis and applies topical fluoride agents.

(2) Clinical Treatment Division. Provides for oral prophylaxis, topical fluoride application, reinforced oral hygiene instruction, and treats gingivitis and early Periodontitis under direct dental officer supervision.

i. Prosthodontics Department. Provides diagnosis, treatment, consultation, and referral services for the restoration of existing teeth and the replacement of missing teeth and oral structures. The Prosthodontics Department provides the following services:

(1) Fixed Prosthodontics. Provides diagnosis and treatment for the restoration and replacement of missing teeth and other oral structures with fixed prostheses.

(2) Removable Prosthodontics. Provides diagnosis and treatment for the restoration and replacement of missing teeth and other oral structures with removable prostheses.

(3) Implant Prosthodontics. Provides diagnosis and treatment for the restoration and replacement of missing and other oral structures with fixed and/or removable prostheses.

j. Central Sterilization Department. Provides a facility to clean, wrap and sterilize instruments for use by Dental Healthcare Providers. These services include sterilization of unit dose packages and dental hand pieces for dissemination to the clinics via issue room facility.

k. Pedodontics Department. Provides dental care for dependent children. This treatment includes diagnosis, relief of pain, preparation and restoration of deciduous and permanent teeth as required for function and esthetics.

### 13. Director, Area Dental Laboratory

a. Introduction. The Director, Area Dental Laboratory is assigned by and responsible to the Commanding Officer for the coordination of laboratory and administrative services via the Executive Officer. All orders issued by the Director, Area Dental Laboratory shall be regarded as proceeding from the Commanding Officer. The Director, Area Dental Laboratory shall confer with the Director for Administration, Director of Clinical Services, Director for Corporate Performance and Directors of Branch Dental Clinics on matters of mutual concern.

b. Functions. In addition to the applicable functions prescribed for the dental clinic, the following are specific for the Area Dental Laboratory:

(1) Ensures the highest standards of laboratory services are maintained; that every effort is made to keep the quality of laboratory services at the optimal level; that turnaround times are monitored and kept to a minimum; and that the standards for the fabrication of all dental prostheses are in consonance with modern dental practice concepts.

(2) Provides laboratory guidance; assumes responsibility for the professional performance of personnel assigned to the Area Dental Laboratory; and evaluates their performance.

(3) Informs and advises the Executive Officer regarding all performance indicators and other items of significance.

(4) Collaborates with the other clinical and administrative departments to promote quality laboratory services for all patients.

(5) Confers with civilian consultants on professional matters including the education and training of prosthetic laboratory technicians.

(6) Provides prosthetic laboratory services to dental activities designated by the Commander, Naval Medical Command.

(7) Provides dental officers of designated activities with the highest quality prosthetic restorations in an efficient and cost-effective manner.

(8) Make recommendations to the Commanding Officer via the Executive Officer for improvement of the laboratory services provided to designated activities.

(9) Acts as consultant for dental laboratory services.

(10) Performs other appropriate functions as directed by higher authority.

c. Area Dental Laboratory. Provides prosthetic laboratory services to dental activities designated by the Commander, Naval Medical Command; provides dental officers of designated activities with total or augmentation prosthetic laboratory support, consultation services, and comprehensive training programs and continuing education courses to enhance the professional capabilities of assigned laboratory technicians. The Area Dental Laboratory is divided into 2 departments:

(1) Administrative Department. Provides administrative, supply, equipment, and case management support to both internal and external customers. Ensures all reports and awards are of the highest quality and submitted in a timely manner. Assigns work tickets, distributes cases to appropriate departments, monitors case status, confirms and annotates completion of case work and delivers final product to appropriate provider. Ensures compliance with safety regulations and infection control standards.

(2) Production Department. Performs quality assurance for all incoming and outgoing work requests as determined by the Director. Ensures proper distribution of work requests and maximum utilization of personnel to produce a product of the highest quality in a time and cost efficient manner. The production department is divided into 5 work centers:

(a) Direct Support Laboratory Work Center. Initial point of entry into the Area Dental Laboratory for all laboratory requests. Provides all other departments directly involved in the fabrication of dental prostheses, with quality working casts, from the impressions submitted with the work requests.

(b) Crown and Bridge Work Center. Assigns, monitors and provides quality assurance for all cases received from the Production department. Fabricates complete or partial metal restorations and metal frameworks for porcelain application.

(c) Porcelain Work Center. Assigns, monitors and provides quality assurance for all cases received from the Production department or the Crown and Bridge work center. Fabricates complete or partial all ceramic restorations and applies porcelain to metal frameworks.

(d) Removable Partial Denture Work Center. Assigns, monitors and provides quality assurance for all cases received from the Production department. Fabricates metal framework in preparation for application to denture teeth.

(e) Acrylics Work Center. Assigns, monitors and provides quality assurance for all cases received from the Production department and Removable Partial Denture work center. Fabricates restorations requiring acrylic application and/or denture teeth.

