

# Personnel Management

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NOT long ago, Headquarters, Armed Forces of the Philippines, ordered the creation of a chain of morale-building forces in a determined effort to curb and solve the apparent deterioration of the morale within the Armed Forces. These morale-building units are a part in the overall system of the AFP, which is patterned after the most precisely-organized and trained army of the world today. Through its varied entities, the AFP handles its personnel for an ultimate purpose — to gather within its fold of efficient body of men prepared to carry out the mission entrusted to it, with an unwavering purpose and devotion to duty.

From the Division for Personnel, commonly known as G-1 Division of the General Headquarters, Armed Forces of the Philippines, through the corresponding counterparts in the lower echelon, the S-1 or personnel officer, to the Morale Offi-

cer of the smallest unit of the Army, the prime consideration in the execution of functions is the attainment of the common aim — the keeping of the morale of the men in its maximum level.

The Troop Information and Education Division of the Armed Forces is exerting its main effort on the premise of the concept that an educated mind is a most fertile field and medium for the dissemination of the correct orders of procedures and the varied rules and regulations that bind a military organization into a compact body. In parallel levels, we also have the Special Services branch to which is delegated the duty and function of keeping the physical being of the men in top shape through the physical development of the body by regulated, correct and wholesome physical training. For a healthy body promotes a healthy mind. To this also relates the mission of the Medical

Service branch of the Army through the various ramifications of the Service. Adequate medical attendance keeps the body whole and the psychoanalysts and the psychiatrists correct the disturbed minds. The Morale officers of the subordinate units venture to keep the whole body and the sane mind together. The Army chaplains play the role of cementing together all the different aspects of a man's personality through spiritual guidance. This and all promote a whole body, sound mind and peaceful living, the basic concept of a happy individual and high morale.

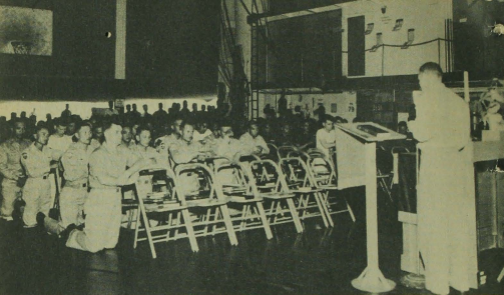
#### Personnel Officer

An officer assigned to handle the personnel matters of an organization is not merely one who can readily procure the desired number of

men and send them to assignments that would suit his fancy. He should be one who can attract the number of qualified men into his organization and keep them there in a comparative state of contentment. He is not only a procurement officer for manpower but a psychologist just as well. And as such, he must be an ardent student of human relations through the proper employment of applied psychology. He can readily listen to the problems of his men and is all ears to the official, personal and family problems of the men under him. He would be a father, brother, and friend rolled into one or a confessor if need be. This role can be played successfully by him if he can secure the trust and confidence of his men and their loyalty. Nothing



*Frequent meetings between personnel officer and men are very important in enhancing human relations. The personnel officer must win the trust and confidence of the men under him in order to succeed in fostering good personnel-management relations.*



*The spiritual side of things should be well cared for. It is important that the men be not only physically sound — they must also be morally fit to discharge their duties better.*

could be more dismal than a situation wherein a personnel officer, who has the duty of looking after the welfare of the men, is shunned and hated instead of being approached and consulted by the men under him. In a military organization, the desirable quality of the men who are mustered in is not gauged so much by their intelligence as their readiness to serve and their willingness to stay in a state of strict discipline. It has always been said that a mass of undisciplined men is just a mob and a military organization cannot stand if it has men of such category. Again, a military organization is likened to a machine with a million parts that are synchronized to function as one. While experience has taught us that in Communist countries, soldiers are trained to move like automata, in a democracy like ours, the willingness and readiness of a sol-

dier to act and obey is the concept of service.

#### **Mental Attitude**

The mental capabilities of a man are often suggested by his intelligence. However, intelligence, is dormant if the man lacks the will and the urge to materially manifest it in something concrete and productive. Without them, man is indolent. Again, all these and the ingenuity of man are just a tool. Needed is a happy and healthy mind as a medium to put these assets into a practical and productive enterprise.

The soldier is the basic element of an army. From him evolves all plans and strategies. It is for this reason that every material consideration is shown for the welfare of the soldier whose being, mental and spiritual, is placed in a state of contentment when his material needs are amply provided for. But consi-



*A well-informed soldier is a better soldier, be it in war or in peace. In the AFP, the TI & ED is the entity charged with the job of keeping the soldier well informed.*

dering the sanctum of his mind, there still remains a vast void of an unfathomable instinct that is never reached by any material contentment. This is inexplicable by ordinary processes, but it is there. This, therefore, is the most difficult of consideration in human psychology, yet it is the key in seeking a means towards the attainment of a completely happy and peaceful state of mind.

### Individual Soldier

When mustered into the military service, a soldier's aims may vary from those of others under the circumstance. While others may get in for the adventure and the rough-and-tumble life of soldiery, he may enter the service for a completely different reason. This accounts for the difference in their temperaments. It is on the basis of this difference in temperaments that these men are handled psychologically.

As a general rule, all men are egoists. It has to be proved yet that a man would not love to have his vanity fed. The only difference is that some men simply wallow in self-conceit, while others are just pleased with it. So the ego is the nearest approach, in an effort to appeal to a man's good self. In most cases, it will open up the appalling dam of mental reservations that one put up before his fellows. It can easily break down the veneer of a crusty and haughty exterior of the reticent and shy individual. Of course, this consideration should well be studied to differentiate the real "hard-boiled" from the former, and the haughty and aloof from the meek and the introvert. For one cannot be treated simply as the other. And once this curtain of indifference is dropped, one has to show a sincerity of purpose but should never clothe one's interest of the soldier's welfare under the guise of a hypocritical attitude. One must

also be able to present a sincere understanding of their problems primarily and the resultant change of feeling and attitude, secondarily. To conceal one's advice with veiled implications will only prove detrimental to the cause.

Once the soldier's confidence has been gained, an intimate prodding into his problem can be made. Of course every effort should be exerted to conduct the conversation with utmost sincerity on both sides. It is only in this level that the man-to-man talk can be attained. But what will be more difficult to tackle will be his official problems. For no matter what approach is used, the personnel officer will have to be guided by the limitations of existing regulations and policies of the service.

#### Personnel Distribution

Time there was when the matter of assigning men to the scattered military installations was so simple due to the comparatively small force comprising the bulk of the Armed Forces. However, with the relative increase of the strength to about ten times the pre-war level, various considerations have posed critical problems in the study of the different criteria to meet the requirements of the military organization. Service potentials have become a rarity due to the complicating and growing demand for personnel to efficiently manage the entire military machinery. Lack of adequate and diversified training has led to the scarcity of easily-available highly-technical know-how. Further, it has become a chronic and vicious fault to adapt the job to the

rank that an individual holds rather than the rank to the job. In some instance, the servility of an individual to the whims and caprices of his commanding officer would ingratiate him easily and earn him an unmerited promotion. Yet rank entails a corresponding responsibility, which the person may not be capable of. Here lies the maze wherein the consideration of the efficiency of the organization is lost in a never-ending chain of failures. All these factors should be paramount in the scheme of personnel distribution. This should be followed only by the personal convenience factor which, though rating only of secondary consideration, always stands foremost in the minds of the less-disciplined. This fact has become the common concept of service in the military population today.

Strangely enough the practice has become more and more the rule than exception. While instances exist to show that this has gained the coveted uplift of the morale of the men, yet this too, in its most apparent effects, resulted in jeopardizing the best interest of the service. It is an accepted military concept that knowledge of the terrain is highly important for a successful operation. But a soldier is deprived of this very valuable source of practical experience because he is confined for several years in the very limited sphere of his home and office of his home and station. There is also more truth than can be thought of, in the precept that experience is the greatest teacher. Secretary of the Navy Robert S. Anderson once declared: "One who enters the milita-



*A healthy body for a healthy mind. Physical gymnastics, sports events, and other exercises involving body movements should be a "must" in any organization. Above, enlisted men are shown training at Scout Ranger School, Fr. Wm. McKinley, Rizal.*

ry service as a career has given up a number of things. He cannot quit on his own terms. He cannot strike. He cannot bargain individually or collectively with his employer. He cannot choose his own residence. He cannot actively engage in politics. There are important abridgements upon his leisure time."

Travel affords one a priceless source of information on places, customs, traditions, terrain, adaptability, resourcefulness, etc. Confining one to his station, which, more often than not, is also his home town or province, stifles this opportunity.

It is not the intention of this discussion to divorce the human element from the regulatory procedures of personnel distribution. The aim is to suggest more ideal means of achieving a solution to the perennial problem of appropriate troop

assignments without prejudice to the service. In this regard, it behooves the superior and the commanding officer to exercise the greatest diligence, considering the exigencies of the service as they present themselves and the need for stressing sense of duty above all.

#### Individual Tendencies

Man when confronted with the baffling problems of life tends to veer towards indecision. And in his groping for the right solution of the problem that beclouds his mind, he traverses the realm of unreality. He might stumble into a momentary relief by sheer luck or because of indecision, but he remains in a quandary as to the problem's solution. In his diligent search for the answer, he unknowingly puts up a barrier before him like a crust of indifference towards his fellows. It

thus becomes an obsession to ward off any regard from his companion who in his mind assumes the form of an intruder. He worries unnecessarily over the slightest trifles. And the crust of indifference hardens into a cloak of apparent hostility.

If the superior had the trust of his men at the outset, this morbid situation might have been avoided. Mutual trust between the individual and his superior causes the former to seek advice and perhaps, the solution to the problem, from the latter. Perhaps the problem is not worth all the sleepless nights the individual had wasted. Yet it takes an outsider to solve it.

The man's superior officers stand on a vantage position to allay his fear and uncertainties. A military organization is such a queer set-up. The superior officer is always looked upon as a guiding spirit. This is regardless of the intellectual background of the superior, such that, whether in battle or in everyday life, the subordinates always look upon him for the things to do. This psychological pattern of things is so manifest in the fact that the words of the superior are always quoted by his men with authority.

All these form the ideal setup in the relationship between a superior and his men. But putting it into practice is not as simple. How many superiors would stoop down to the level of the men to gain their trust and confidence?

The superiors can expound on a lot of principles and expect loyalty and trust from their men because regulations say so. But this

should not be the case. Trust and loyalty, like love of fellowmen, must be spontaneous. It is wrong indeed for a superior to expect so much from his men and not give anything in return. For this is truly a matter of give and take. And from the superior must come first the act of giving. Kindness begets kindness, and love begets love. The superior must show all these to his men before he can ever expect his men to do likewise, for the superior must be the model of the things he should expect from his men.

A superior will reap more harm than good when he decides to openly play favorites among his men. Handing out good will and privileges to the men must be done with equity. Harmonious relations among the men cannot be attained when it is very apparent that one is more favored than the other. It would again be sowing distrust and creating a deterrent to sound personnel management when a superior starts to show an unrestrained intimacy with some of his men and to become a fault-finder with the others. Friendship should be confined to purely personal matters. But in the discharge of his duties, he must be resolute with composure and yet must temper his sternness with kindness. A praise here and a compliment there will go a long way towards a harmonious relationship.

The faults of the men and the minor offenses committed should be treated with some considerations. An emotional superior, frantic with concern over the shortcomings of a subordinate, would only tend to



*Individual as well as group talent should be encouraged. Group activities are a great morale booster after a hard day's work. Programs like the one shown above help also in exploiting the native talent of some which they may use once out of the service.*

show a burst of temper that might be uncalled for. Broad-mindedness and giving allowances for personal faults might be all that are needed to bring about a mutual adjustment in the relationship of the men and their superior. However, it is here that the superior would do well to insure a consistent show of judgment. The faults of his men, no matter how insignificant, must be brought to their attention. Little faults committed in the past without concern of the superior would imbue the wrong-doer with the conception that there is nothing wrong with the act, or that such an act is tolerable, or that he is just plain smart to get away with it. The tendency of a subordinate would be to go beyond the limitations or repeat the act in utter disregard for his superior. When the misdemeanors begin to pile one on top of the other, the superior would then be a step too late and would only find himself in an embarrassing position in the eyes of his subordinates. Corrections must

be made on the spot and should not necessarily entail a reprimand.

An individual should be made to feel that he is a part of the entire machinery of the organization. The sense of "esprit de corps" when instilled into an individual will awaken in him loyalty to the organization and the men composing it. He should be made to feel that as a part of the whole, his every act will be a reflection on his organization, not only upon himself. Sense of duty and love for that which the organization stands for should be spontaneous and instinctive in every man. Forced on him with the promise of future recompense, these virtues can not be enduring. The service men who do what is right even when their superior is absent and who show the qualities required of them even when not under pressure. Men of this kind are made. They are made largely through sound personnel management on the part of those occupying positions of leadership.