**United States Public Health Service Commissioned Corps**

**Junior Officer Advisory Group**

**Bylaws**

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**ARTICLE I**

NAME

The Junior Officer Advisory Group shall be referred to as JOAG (or Group).

## ARTICLE II

PURPOSE

***Section 1***. Purpose of JOAG: The purpose of JOAG is to provide advice and consultation to the Office of the Surgeon General (OSG), Commissioned Corps Headquarters (CCHQ), Chief Professional Officers (CPOs), Professional Advisory Committees (PACs), other United States Public Health Service Commissioned Corps (USPHS) groups, and non-Corps entities, on issues relating to staffing, utilization, professional practice, and personnel activities affecting junior officers in the USPHS. JOAG also promotes junior officer success by supporting junior officer development, facilitating communication between junior officers and external components, and serving as a resource to junior officers

***Section 2***. Motto of JOAG: JOAG adopts the official motto, “Creating tomorrow’s leaders, today,” in affirmation of the purpose in Section 1.

***Section 3***. Purpose of the Bylaws: JOAG Bylaws provide internal guidance for the operations, policies, and procedures of the Group. Additionally, the Bylaws provide specific guidance on matters not addressed by the JOAG Charter.

## ARTICLE III

MEMBERSHIP

***Section 1***. Basic Eligibility Requirement of Voting Membership: At the time of appointment or extension of appointment ([Article VII](#_ARTICLE_VII_1), Section 2), each incoming JOAG Voting Member shall be an active duty officer at or below the permanent rank of Lieutenant Commander (O-4), and not be eligible to pin-on the rank of Commander (O-5) prior to July 1st of the second year of their appointment term (unless selected for a one-year term). All JOAG Voting Members must meet Basic Readiness Standards at the time of nomination, as defined by the CCHQ and should maintain basic readiness throughout their terms, per Manual Circular No. 377: Basic Level of Force Readiness Standards. JOAG members may hold a simultaneous membership in their respective PAC, if permitted by the PAC. If a Voting Member is promoted to O-5 prior to the end of their JOAG term, the Voting Member is expected to complete the remainder of JOAG operational year in which the officer was promoted.

***Section 2***. Size of JOAG Voting Membership: JOAG shall have 23 Voting Members to ensure that all committees are led by Voting Members. If a new committee is established or dissolved, JOAG shall increase or decrease the voting membership to ensure that there are Voting Members leading all committees.

***Section 3***. Professional Representation among Voting Members: JOAG voting membership shall include at least one junior officer for each USPHS category. One designated officer will be the category liaison. If there are multiple JOAG Voting Members from a category, the remaining JOAG Voting Members shall serve in member-at-large positions. If designated category membership positions cannot be filled through the nomination process, or if the Membership Committee cannot reach consensus on a top candidate from the pool of applicants, the Membership Committee reserves the right to re-open the nomination process for that category. All nominees forwarded by the Membership Committee must receive final approval by the JOAG Executive Committee (EC).

***Section 4***. Organizational Representation among Voting Members: JOAG shall make every effort to ensure that members are selected from a variety of the USPHS Department of Health and Human Service (DHHS) agencies, including those members from non-HHS agencies and programs to which USPHS officers are detailed. Every effort also shall be made to ensure that JOAG membership includes prior military service members representative of the junior officer population.

***Section 5***. Geographic Considerations among Voting Members: JOAG shall have, as Voting Members, at least two individuals whose regular duty stations are geographically removed by 75 miles or more from the Washington, D.C. metropolitan area. JOAG’s goal is to have approximately half (50%) of the voting membership composed of individuals whose regular duty station is geographically removed by 75 or more miles from the perimeter of Washington, D.C. or Atlanta, Georgia.

***Section 6***. Gender and Minority Representation among Voting Members: No selection is made solely based on gender or race. JOAG shall make every effort to ensure the voting membership is comprised of a diverse group of individuals, representative of the junior officer population, and does not consist: 1) entirely of men or women, or 2) entirely of one race or ethnicity.

***Section 7***. Liaison Members: JOAG shall have formal and informal liaisons, who interact with the OSG, CCHQ, categorical PACs, the Minority Officer Liaison Committee (MOLC), the Commissioned Officers Association (COA) Board of Directors, and the Commissioned Corps Women’s Issues Advisory Board (CCWIAB). Liaisons may be identified and selected, as needed, to address ad-hoc issues of importance to JOAG. The JOAG Chair shall assign one junior officer to serve as the liaison to each of these groups. Each liaison shall appoint a single individual to serve as his/her alternate for the operational year. The liaison must submit, via e-mail, an alternate form (see [Appendix I](#_PROXY/Alternate_FORM)) to the Chair and the designated Executive Secretary at the beginning of the operational year. Alternates are not required to be of the same category or rank as the liaison.

***Section 8***. Ex-Officio Members (non-voting): The former JOAG Chair may serve one year as an Ex-Officio member, regardless of rank.

***Section 9***. JOAG Senior Advisor: The Senior Advisor to JOAG is an Ex-Officio member with a three-year term. If a discrepancy exists between the completion of an outgoing Senior Advisor’s term and end of JOAG’s operational year, the EC shall collaborate with the Senior Advisor and retains the power to extend or shorten the Senior Advisor's term. The Senior Advisor must demonstrate a willingness and ability to continue his/her service to JOAG.

The Senior Advisor must be an officer ranked Captain (O-6) or above, may work for any agency, and is expected to be a consultant to JOAG, advising on JOAG-related issues, concerns, policies, and procedures. The Senior Advisor may advocate for, but does not officially represent, JOAG.

JOAG Voting Members shall review and discuss all application packets received by nominees for the position of Senior Advisor. Qualified nominees shall be reviewed and ranked in order of preference by JOAG Voting Members, and when possible, the top candidates will be interviewed by the EC. The JOAG EC shall provide the Office of the Surgeon General with a list of qualified candidates for final selection and appointment as the JOAG Senior Advisor.

***Section 10***. Role of JOAG Voting Members: Voting Members consist of active duty junior officers who have been endorsed by their Agency and PAC as the official representative for their professional category, and who have been appointed in accordance with the process outlined in [Article VII](#_ARTICLE_VII_1). Each Voting Member shall serve as a Chair of a JOAG Committee, and/or serve on the JOAG EC. The Chair-Elect shall serve as the Chair of the Policy and Procedures Committee. Refer to [Article V](#_ARTICLE_V) for JOAG Committees.

***Section 11***. Role of JOAG Non-Voting Members (General Members): Non-Voting Members of JOAG consist of junior officers who are actively involved in at least one committee, but who do not have a voting status. Non-Voting Members are encouraged to participate on at least one committee. Non-Voting Members, when promoted to O-5, may continue to serve on a committee until the end of the operational year.

***Section 12***. Recognition of JOAG Voting Members: JOAG Voting Members, who serve a

two-year term, are eligible for the USPHS Special Assignment Award (SAA), if they meet the eligibility requirements as outlined in Commissioned Corps Policy, CCI511.01, Section 6-3d(3) and meets the minimum 60 day requirement.

JOAG defines the minimum 60-day requirement, as a minimum of 30 days per operational year of a two-year term. A day is defined as one hour of JOAG related activities in a single day (for example, two hours in a day only counts for a single day or two separate days of 30 minutes of work does not constitute a day).

JOAG Voting Members are required to submit a Voting Member Activity Log for each operational year.

The JOAG Senior Advisor, with concurrence from the JOAG Chair, may, at his/her discretion, nominate a JOAG Voting Member for an individual USPHS award, if deemed appropriate.

## ARTICLE IV

EXECUTIVE COMMITTEE

***Section 1***. JOAG Executive Committee: JOAG EC shall be comprised of a Chairperson (Chair), Vice-Chairperson (Vice-Chair), Chairperson-Elect (Chair-Elect), Operations Liaison, and two Executive Secretaries. The EC shall facilitate the execution of the vision, mission, and objectives developed by JOAG membership. Each EC member, except the chair, shall serve as the Executive Committee Liaison, to one or more JOAG Committees, to facilitate communication between the committees and the EC.

***Section 2***. Role of the JOAG Chair: The JOAG Chair facilitates, organizes, and maintains order in meetings of the Group and meetings of the EC. The Chair also acts as a liaison between the Group and the following entities: OSG, CPO Board, and PAC Chairs Group. The Chair may choose to delegate another EC member to participate as a JOAG Liaison to any entity listed above, or any additional group. No EC member shall assign themselves as a JOAG liaison to any external professional advisory group without approval from the Chair.

The Chair shall preside for matters requiring a vote, declare a quorum (see [Article VIII](#_ARTICLE_VIII_1), Section 5) for matters requiring a vote, and postpone the vote if quorum is not achieved. The Chair shall cast a vote only in the event of a tie among Voting Members.

***Section 3***. Role of the JOAG Vice-Chair: The JOAG Vice-Chair shall act as Chair in the Chair’s absence, serve as the official JOAG Liaison to the COA Board of Directors, and act as the official JOAG liaison to specific Commissioned Corps entities mentioned in [Article IV](#_ARTICLE_IV), Section 2 and other groups as assigned by the Chair. The Vice-Chair shall exercise all the rights and responsibilities that are granted to the Chair by JOAG Charter and Bylaws in the absence of the Chair.

***Section 4***. Role of JOAG Chair-Elect: The JOAG Chair-Elect shall act as Chair in the absence of the Chair and Vice-Chair. The Chair-Elect shall exercise all the rights and responsibilities granted to the Chair by JOAG Charter and Bylaws in the absence of the Chair and Vice-Chair. The Chair-Elect shall work closely with the Chair to keep abreast of the policies and procedures required to Chair JOAG. Additionally, the Chair-Elect shall serve as the Chair of the Policy and Procedures Committee. If the Chair-Elect holds the position of a JOAG PAC Liaison, the Chair-Elect shall relinquish his/her role as PAC Liaison and become an at-large Voting Member at the beginning of his/her term as JOAG Chair.

***Section 5***. Role of the Executive Secretaries: The two JOAG Executive Secretaries shall inform the membership (via listserv and through JOAG website) of meeting times and call-in information. They shall establish meeting agendas in collaboration with the EC, distribute the agendas as appropriate, prepare and distribute the approved minutes, record and track attendance during JOAG General Member and Voting Member meetings, facilitate EC review of committee documents, and maintain the JOAG APAN(or similar secure data platform) EC and Voting Member child pages.

***Section 6.*** Role of the Operations Liaison: The JOAG Operations Liaison oversees all matters related to the JOAG website, social media platforms, and virtual trainings. This includes maintaining JOAG website EC pages, ensuring the website is accurate and up to date, and supporting webinars and other virtual events sponsored by JOAG.

***Section 7***. Election and Term of Each Officer:

1. *Chair*: The JOAG Chair shall be elected as the Chair-Elect in the year prior to serving as Chair. If the Chair-Elect is unable to progress to Chair, JOAG Voting Members may choose to elect a Chair without that officer first serving as Chair-Elect, or they may choose to re-elect the incumbent Chair. Under no circumstances may any officer be allowed to serve more than two years as the JOAG Chair. At the expiration of the Chair's membership term, the Chair may serve an additional year as an Ex-Officio member, regardless of rank.
2. *Vice-Chair, Executive Secretaries and Operations Liaison:* The JOAG Vice-Chair, Executive Secretaries, and Operations Liaison shall be elected by the Voting Members and serve a one-year term (with the opportunity to be re-elected).
3. *Chair-Elect*: The JOAG Chair-Elect shall be elected by the Voting Members. The Chair-Elect serves a two-year term (first year as Chair-Elect, the second as Chair). There is no re-election of the Chair-Elect position.

***Section 8.*** Vacant Executive Committee Position: In the event an EC position becomes vacant during the operational year, as a result of resignation or other unforeseen situations, then: 1) the position may remain vacant until the next regular election, or 2) the Chair, at his/her discretion, may appoint an alternate JOAG Voting Member to fill the EC position to ensure the duties of the position are fulfilled

In the event of a short-term leave of absence of, then: 1) the position may remain vacant until the Voting Member is available to return to their duties, if another Voting Member agrees to cover the responsibilities or 2) the position may be covered by the absent Voting Members selected alternate until they are available to return to their duties, or 3) the Committee Chair with approval by the EC may recruit an active non-Voting Member from within that committee to serve in a temporary role until the Voting Member is available to return to their duties. Long term Leaves of absence will be evaluated on a case-by-case basis among the Committee Chairs and the EC. It is the responsibility of the Voting Member going on leave to ensure that adequate coverage is provided for their role, otherwise it could be considered a dereliction of duty.

***Section 9.*** Recognition of the JOAG Chair:

At the end of the JOAG operational year, the JOAG Senior Advisor shall nominate the outgoing Chair for a USPHS-level award.

***Section 10.*** Removal of an Executive Committee Member:

Any member of the JOAG EC who is found to be neglectful of his/her duties as an EC member may be subject to disciplinary action. See [Article IV](#_ARTICLE_IV), Sections 2-6 for description of duties. The JOAG Chair, in concert with the EC and in consultation with the Senior Advisor, shall make the final determination as to whether EC members have fulfilled their duties and may: 1) reassign the officer to another JOAG position; 2) request the resignation of the Voting Member; or 3) initiate a request to the Surgeon General to terminate said membership and so inform the Agency and CPO.

## ARTICLE V

JOAG COMMITTEES

***Section 1***. Purpose: JOAG may form or dismantle committees based on the needs of the Group. Each committee shall define its specific mission(s) and develop, update, and abide by the committee’s SOPs and the JOAG governing documents. The Committee Chair/Co-Chairs must be a JOAG Voting Member. Committees shall report their findings, conclusions, and/or recommendations to the full JOAG membership when necessary and where appropriate. Each JOAG Committee Chair/Co-Chair should provide the Executive Secretary with an electronic committee report, by the requested date, prior to a JOAG meeting.

***Section 2***. Appointment and Role of the Committee Chairperson (Chair) or Co-Chairs: The Committee Chair/Co-Chairs must be a Voting Member(s) and are the liaison(s) between the Voting Members and committee members. The Committee Chair/Co-Chairs shall be appointed by the JOAG Chair with input from the EC. The Committee Chair/Co-Chairs will follow the guidance of JOAG governing documents, comply with the Committee SOP, and provide leadership and direction to committee members to meet its specific goals and objectives.

***Section 3***. JOAG shall have the following standing committees with respective missions (each mission may change with the evolution of JOAG):

A. *Executive Committee*

Mission: To serve the general JOAG membership in the execution of the JOAG vision, mission, and objectives.

B. *Awards Committee*

Mission: To facilitate the awards process and recognize junior and senior officers for their accomplishments and commitment to the mission of the USPHS.

C. *Communications and Publications Committee*

Mission: To facilitate the dissemination of Corps-related information to junior officers. The CPC is responsible for providing junior officers with pertinent information in a timely and efficient manner.

D. *Membership Committee*

Mission: To facilitate the annual selection of JOAG Voting Members through the nomination and appointment processes outlined in [Article VI](#_ARTICLE_VI_1) of JOAG Bylaws and to increase the general membership of JOAG, as established in JOAG General SOP, Article II.

E. *Outreach Committee*

Mission: To connect and recruit newly commissioned junior officers to activities of JOAG and to unite and connect current junior officers to JOAG through JOAG sponsored activities at major training and PHS awareness events.

F. *Policy and Procedures Committee*

Mission: To establish guidelines and operating procedures governing JOAG.

G. *Professional Development Committee*

Mission: To provide and promote opportunities for junior officers' professional growth and development.

H.  *Public Health and Uniformed Services Committee*

Mission: To foster and enhance health and well-being of junior officers in the USPHS and their communities. The Public Health and Uniformed Services Committee does this by providing information and outreach materials as well as engaging in activities that promote public health and enhance the visibility of USPHS through interaction with other uniformed services and in their community.

I. *Readiness and Deployment Committee*

Mission: To promote officer fitness and readiness and provide opportunities to increase deployment related knowledge, expertise and training.

J. *Recruitment and Retention Committee*

Mission: To develop projects and programs that aid in the recruitment and retention of junior officers in the USPHS.

***Section 4***. Recognition of JOAG Committee Contributions and Participation: Officers may self-nominate and/or be nominated for JOAG-sponsored awards, including, but not limited to, JOAG Junior Officer of the Year and JOAG Excellence Award. Recognition for individual contributions and participation in JOAG activities, committees, and workgroups will be recognized with awards, such as letters of appreciation, as deemed appropriate by Committee Chairs. The JOAG Chair may nominate officers for Corps-level awards (e.g., PHS Unit Commendation, PHS Citation, and PHS Achievement Medal). Additionally, JOAG accomplishments and activities may be included in nominations for Corps-level awards submitted by an officer’s supervisor or peers.

**Note:** For committee members (i.e., General Members), the Committee Chairs/Co-Chairs may utilize JOAG’s internal recognition processes (contact the Awards Committee for the awards guidance and recognition templates). A general member’s activities and accomplishments within JOAG may be included in nominations for Corps-level awards submitted by the officer’s supervisor or peers to recognize that officer’s contributions to the Corps. Within that narrative, the nominee may include JOAG accomplishments. However, a general member cannot be nominated for a USPHS award based solely on their JOAG activities.

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## ARTICLE VI

NOMINATION PROCESS

***Section 1***. Solicitation: Annually, JOAG shall solicit applicants for voting membership through JOAG listserv, Agency/Operating Division (OPDIV) Liaisons, CPO Board, PAC Chairs, MOLC and its four Core Minority Advisory Groups (Black Commissioned Officers Advisory Group (BCOAG), Hispanic Officers Advisory Committee (HOAC), Asian Pacific American Officers Committee (APAOC), and American Indian/Alaska Native Commissioned Officers Advisory Committee (AI/ANCOAC), and other appropriate channels.

***Section 2***. Mechanism for Nomination: Prospective JOAG nominees may self-nominate or may be nominated by their respective CPO.

A. All nominees shall at least provide the following information to JOAG Membership Committee:

1. JOAG Voting Member Application Form
2. Responses to narrative questions
3. One-page CV summary (using JOAG template)
4. Supervisory Approval Form
5. Copy of Promotion Information Report (PIR)
6. Documentation of any referenced activities (letter or certificate of appreciation, appointment letter)
7. Screen shot of readiness status on the RDB Self-Service page.

B. Officers applying for a second term must resubmit the information in Section A to be eligible for consideration.

C. Preference of membership shall be given to junior officers who have proven to be active participants in JOAG Committees and meetings. Basic readiness, as defined by CCHQ, is a requirement for an officer to be eligible for JOAG voting membership.

D. The Membership Committee will contact JOAG Committee Chair/Co-Chairs to verify the level of participation on committees that the applicant states in their nomination.

E. The process for selection of JOAG Voting Members is outlined in the Membership Committee’s SOP. Neither the JOAG Chair nor the Membership Committee Chair overseeing the selection process participates in voting membership selections. Additionally, any Voting Members applying for a second term shall not be eligible to participate in voting membership selections.

***Section 3***. Following voting membership selections, the Membership Committee will submit its recommendations to the EC. The EC shall act upon the recommendations of the Membership Committee and will, by a majority vote, endorse the recommendations. The EC may also conduct its own review of the nominees’ qualifying experience. The EC reserves the right to ask the Membership Committee to reconsider its recommendations if they do not reflect the professional, organizational, and geographic diversity of JOAG as outlined in [Article III](#_ARTICLE_III). If approved, the Membership Committee Chair shall provide the names of selected officers to the appropriate Agency Liaisons for endorsement of the officer. The Membership Committee will also seek Supervisory approval for those selected officers who have changed supervisors since the time of application/nomination. Upon Agency Liaison endorsement (and new supervisory approval if applicable), the JOAG Membership Committee, in coordination with the JOAG Chair, shall forward the voting membership selections to the OSG for appointment. The process for submitting the final membership selection package to the OSG will be outlined in the Membership Committee’s SOP.

***Section 4***. All application packets, regardless of nomination mechanism, must be received on or before the date designated in the Call for Nominations distributed by the Membership Committee.

***Section 5***. This nomination process shall be conducted so that the final nomination package is available for consideration by the OSG no less than sixty calendar days prior to the expiration of any regular term of membership.

## ARTICLE VII

TERM OF APPOINTMENT FOR VOTING MEMBERS

***Section 1***. Initial Term: The term of appointment for a Voting Member shall be two years, except for the following categories, where a junior officer may serve a one-year term if ineligible for a two-year term: Dentist, Dietician, Therapist, and Veterinarian. Terms shall be staggered so that approximately one-half of the terms will expire annually. The JOAG operational year shall commence October 1st.

***Section 2***. Term Extensions: If the election of a member to the JOAG Chair-Elect position would necessitate an extension beyond the officer’s initial membership term, their term will automatically be extended. The extension can be up to one year in length pending he/she meets basic readiness and promotion eligibility standards. The current Chair-Elect (not the newly-elected officer) is responsible for contacting the promotion coordinator at CCHQ to verify the eligibility. However, once a member has accumulated four years of service on JOAG, he/she is not eligible for term extensions, regardless of circumstance.

***Section 3***. Reappointment: A member completing his/her term is eligible for reappointment for one additional two-year term, not to extend four years of service. Those seeking reappointment must reapply.

***Section 4***. Alternates: Each Voting Member shall appoint a single individual, who is in compliance with CCHQ standards for basic readiness, to serve as his/her alternate for the operational year, for all duties, such as committee co-chair, PAC liaison, or EC position. The Voting Member must submit, via e-mail, an alternate form (see [Appendix I](#_PROXY/Alternate_FORM)) to the Chair and Executive Secretary at the beginning of the operational year. The alternate shall serve as an active non-Voting Member of JOAG for the appointment at hand. Appointed alternates may be another officer already designated as a Voting Member; however, this does not instill additional voting capacity to this member. He/she would still serve as a Voting Member as per his/her original appointment and a non-Voting Member as the alternate appointment. Alternates are not required to be of the same category or rank as the Voting Member. If an officer is unable to locate an alternate, the JOAG Chair shall assist in identifying a qualified alternate among active non-Voting Members. Alternates do not have voting privileges and must inform the respective Voting Member of proceedings during the Voting Member’s absence.

***Section 5.*** Proxy Voting: Voting Members who are unable to vote due to absence may designate a proxy to vote on their behalf. The designated proxy must also be a Voting Member. The Voting Member must submit, via e-mail, a proxy form (see [Appendix I](#_PROXY/Alternate_FORM)) to the Chair and Executive Secretary at the beginning of the operational year. If the designated proxy is unable to vote for any reason, the Chair may select a Voting Member to vote on behalf of the absent member, who will cast two votes for that meeting only.

***Section 6***. Attendance & Absenteeism: Any JOAG Voting Member who misses three meetings (cumulative of both general meeting and Voting Member meeting) in an operational year without just cause may, at the discretion of JOAG, be asked to voluntarily resign from JOAG. See JOAG General SOP.

1. Voting Members who are absent, but who have arranged for an alternate or proxy to attend a meeting in their place shall not have an unexcused absence levied against their attendance record and be noted as “absent with alternate,” or AWA.

B. Members who have a work or personal emergency shall attempt to reach their alternate and leave a message for the Chair and Executive Secretary regarding their situation and be noted as “approved absence”, or AA.

C. Members who do not make such arrangements as those mentioned above shall have an unexcused absence levied against their attendance record (“unapproved absence,” or UA), which shall count toward their removal from JOAG.

1. Officers who, due to unforeseen circumstances or emergencies, are unable to contact the Chair, may have their absence excused after discussing the situation with the Chair.

***Section 7.*** Removal: The JOAG Chair, in concert with the EC and consultation with the Senior Advisor, shall have the option to remove or request the resignation of Voting Members who are unable to fulfill their duties for at least three months, due to personal reasons (including, but not limited to injury or other unforeseen circumstances), or are found to be neglectful in their duties as Voting Members. The JOAG Chair, in concert with the EC and consultation with the Senior Advisor, shall make the final determination as to whether Voting Members have fulfilled their duties. Refer to [Article III](#_ARTICLE_III), Section 10 and [Article VII](#_ARTICLE_VII_1) Section 6 for description of duties. The OSG and the officer’s respective CPO and supervisor will be notified of the officer’s dismissal or resignation from JOAG. Any Voting Member who is removed from his/her position as a Voting Member will not be eligible to receive a SAA.

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***Section 8****.* Replacement: In the event of a permanent Voting Member vacancy due to a JOAG Voting Member being asked to resign, or voluntarily resigning due to personal circumstances (including, but not limited to personal injury or other unforeseen circumstances), JOAG Membership Committee, by direction and at the discretion of the EC, may fill the membership vacancy from the pool of most recent, qualified Voting Member applicants or recruit an active non-Voting Member from within that committee to serve the rest of the operational year as the Committee Chair/Co-Chair. Alternatively, the position may remain vacant until the next regular election.

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In the event of a short-term leave of absence of, then: 1) the position may remain vacant until the Voting Member is available to return to their duties, if another Voting Member agrees to cover the responsibilities or 2) the position may be covered by the absent Voting Members selected alternate until they are available to return to their duties, or 3) the Committee Chair with approval by the EC may recruit an active non-Voting Member from within that committee to serve in a temporary role until the Voting Member is available to return to their duties. Long term Leaves of absence will be evaluated on a case-by-case basis among the Committee Chairs and the EC. It is the responsibility of the Voting Member going on leave to ensure that adequate coverage is provided for their role, otherwise it could be considered a dereliction of duty.

## ARTICLE VIII

OPERATIONS AND PROCEDURES

***Section 1***. JOAG operational year shall commence October 1st.

***Section 2***. Frequency of Meetings: JOAG meetings shall be held at least once per quarter; however, bi-monthly meetings are recommended.

***Section 3***. Agenda: A meeting agenda, with appropriate background material, shall be made available to the members prior to each meeting. The agenda of each meeting shall be posted to the JOAG listserv at least one week in advance of the official JOAG meeting.

***Section 4***. Records and Reporting:

1. The Executive Secretaries shall prepare the meeting minutes for the General Member and Voting Member meetings.
2. Drafted minutes and reports from last month’s JOAG meeting shall be distributed to the EC at least one week prior to each JOAG General Meeting. Preparation and approval of the meeting minutes shall follow the process below:
   1. JOAG General Meeting Minutes: Within seven to ten calendar days, the designated Executive Secretary will prepare minutes and distribute to Voting Members and/or the JOAG Chair for review, allowing one week for review. The designated Executive Secretary shall send revised minutes to Voting Members for vote, allowing one week for final review and approval. Once the majority of the voting membership approves the minutes, they shall be made available through the JOAG website.
   2. JOAG Voting Member Meeting Minutes: The designated Executive Secretary shall send Voting Member meeting minutes to all Voting Members within one week of the meeting (allowing one week for edits to be submitted). The designated Executive Secretary shall make any changes and send revised minutes to Voting Members only, not the JOAG listserv. There is no need for approval/disapproval.
3. JOAG shall maintain a permanent file of the official minutes and reports on a secure data platform.
4. To be eligible for a Special Assignment Award (SAA), JOAG Voting Membership shall maintain a record of time performing officially assigned JOAG duties. This record shall be submitted when requested by the Awards Committee prior to the expiration of the Voting Member’s two-year term. The Awards Committee will compile these reports and submit to EC for archiving and award recognition purposes (per [Article III](#_ARTICLE_III), Section 12).

***Section 5***. Quorum: A quorum consists of fifty percent (50%) of JOAG's voting membership. An alternate member attending in lieu of the member shall be counted in determining the quorum requirement.

***Section 6***. Voting: Voting shall be determined by the simple majority of those Voting Members present. A quorum is required for matters requiring a vote and will be postponed if not achieved. Voting may be by roll call, voice vote, e-mail, or other survey mechanism. The Chair shall cast a vote only in the event of a tie among Voting Members.

***Section 7***. Charter Update and Approval:

1. Modifications to the Charter require the review and approval of the OSG.
2. JOAG is recommended to review its Charter and update as needed every three years.

***Section 8***. Bylaws Update and Approval:

A. JOAG voting membership must formally review and ratify these Bylaws at a minimum of once every three years.

B. These Bylaws have been ratified by a quorum of the Voting Membership in MONTH YEAR.

***Section 9***. Strategic Plan:

A. JOAG Strategic Plan for 2021-2025 has been adopted by the Voting Members.

1. The Strategic Plan is a static 5-year document.
2. The Operational Plan is a fluid document that will be updated yearly (except for the year that the Strategic Plan is updated) to account for any changes in JOAG structure and committee modifications.

D. A new Strategic Plan should be adopted no later than December 31, 2025

***Section 10***. Rules of Order: JOAG shall conduct meetings of the general body in a manner that gives members a formal opportunity to discuss and debate on issues of concern. Robert’s Rules of Order or an appropriate simplification of the standard shall be followed.

### A black text on a white background: JOAG and Junior Officer Advisory Group to the right of the USPHS JOAG logo

## PROXY/Alternate FORM

I am identifying a: (check all that apply)\*

🗆 Proxy (must be a Voting Member)

🗆 Committee Alternate (may be a voting or non-Voting Member)

🗆 Liaison Alternate (may be a voting or non-Voting Member)

\*if the selected proxy/alternate is a Voting Member, they may serve in multiple roles

**Proxy:**

## KNOW ALL those present, that I, the undersigned Voting Member of the Junior Officer Advisory Group (JOAG), hereby constitute and appoint \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ my proxy, true and lawful attorney, and agent, at any meeting of JOAG in my absence. I will request my proxy attend in my place in advance and will notify the Chair and Executive Secretary of my expected absence.

## My proxy shall act for me and in the transaction of business that may come before the meeting, as fully as I could do if personally present, including voting on my behalf.

**Committee Alternate:**

## KNOW ALL those present, that I, the undersigned Voting Member of the Junior Officer Advisory Group (JOAG), hereby constitute and appoint \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ my alternate, true and lawful attorney, and agent, at any meeting of JOAG in my absence. I will request my alternate attend in my place in advance and will notify the Chair and Executive Secretary of my expected absence.

**My alternate shall provide any reports due of me during the transaction of business that may come before the meeting, but shall not have voting privileges.**

**Liaison Alternate:**

## KNOW ALL those present, that I, the undersigned hereby constitute and appoint \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ my alternate, true and lawful attorney, and agent, at any meeting of JOAG in my absence. I will request my alternate attend in my place in advance and will notify the Chair and Executive Secretary of my expected absence.

**My alternate shall provide any reports due of me during the transaction of business that may come before the meeting.**

## Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Print Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**