

**BYLAWS FOR THE NURSING PROFESSIONAL ADVISORY COMMITTEE  
OF THE UNITED STATES PUBLIC HEALTH SERVICE**

**ARTICLE I**

Name

The Nursing Professional Advisory Committee shall be referred to as the 'N-PAC'

**ARTICLE II**

Purpose

In accordance with the N-PAC Charter, the purpose of the N-PAC shall be to provide advice and consultation to the Surgeon General on issues relating to the professional practice and personnel activities of nursing professionals who are either commissioned officers or civil service employees. (See N-PAC Charter, Section I). Each PAC must develop its own specific internal operations and procedures (e. g. Bylaws) as described in the model charter, [See (X)]. While these specific internal operating procedures must stay within the broad scope outlined by the model charter, they can be used by the N-PAC to adapt to changing circumstances without requiring OSG approval. The N-PAC bylaws shall be reviewed no less than every 3 years.

**ARTICLE III**

Membership of the N-PAC

*Section 1.* In accordance with the N-PAC Charter, the formal voting membership of the N-PAC shall be limited to professional nurses who are either full-time Public Health Service (PHS) Commissioned Corps officers or civil service personnel with the Department of Health and Human Services (HHS). (See N-PAC Charter, Section V).

*Section 2.* In accordance with the N-PAC Charter, The N-PAC may not however, consist entirely of either commissioned corps officers or civil service personnel. (See N-PAC Charter, Section V).

*Section 3.* At the time of appointment to the N-PAC as a formal voting representative, a nurse shall meet the eligibility requirements for initial appointment as a nurse to either the PHS Commissioned Corps or civil service personnel system.

*Section 4.* An inactive ready reserve nurse in the commissioned corps who is called to active duty for not less than one year or for an indefinite period, must meet the same eligibility requirements as active duty nurses in order to qualify for formal voting membership on the N-PAC.

*Section 5.* The N-PAC formal voting members will consist of PHS officer representatives from HHS Operating (OPDIV) and Staff (STAFFDIV) Divisions and non-HHS organizations where these nurses are assigned or detailed, and HHS civilian representatives from HHS Operating (OPDIV) and Staff (STAFFDIV) Divisions. The formal voting representatives of the N-PAC shall consist of not less than 15 formal representatives and no more than 30. These N-PAC members shall consist of at least 1 representative from each PHS OPDIV/STAFFDIV) and non-HHS organization in which at least 5 PHS nurses are assigned who meet the nursing appointment criteria in either the commissioned corps or civil service personnel systems. At any time the N-PAC may decide to re-establish an “At-Large” category to represent one or more agencies with less than 5 PHS nurses.

*Section 6.* The number of formal voting N-PAC representatives per OPDIV / STAFFDIV / non-HHS organization shall be fluid and dependent upon a ratio of 1 N-PAC representative for every 5-100 nurses, provided however, that no OPDIV, STAFFDIV, or non-HHS organization may have more than 3 formal representatives to the N-PAC.

*Section 7.* In accordance with the N-PAC Charter, the N-PAC shall have at least two formal voting representatives whose regular duty station is geographically removed by a distance of 75 miles or more from the Washington Metropolitan Area. (See N-PAC Charter, Section V).

*Section 8.* In accordance with the N-PAC Charter, the N-PAC shall have at least 1 formal voting member who at the time of appointment to the N-PAC has less than 5 years of professional experience. (See N-PAC Charter, Section V).

*Section 9.* In accordance with the N-PAC Charter, each voting N-PAC member is to appoint, and inform the Chairperson of, a single individual who can serve as his/her alternate in their absence. Such alternates shall have voting privileges when serving in the place of the primary member. It is the responsibility of the primary N-PAC member to keep the alternate fully informed and knowledgeable of the N-PAC’s activities. Any Agency clearance or approval requirements for travel/per diem will have to be handled within the Agency by the primary N-PAC member. Serving as an alternate will not count against an individual’s 6-year limit of serving in a formal voting member capacity on the N-PAC.

*Section 10.* In accordance with the N-PAC Charter, the N-PAC will make every effort to ensure that the advisory committee does not consist entirely of (1) men or women or (2) of one race. Moreover, no individual nurse will be selected to the N-PAC on the basis of gender or race. (See N-PAC Charter, Section V).

*Section 11.* In accordance with the N-PAC Charter, the Chief Professional Officer (CPO) for the nursing category shall be an ex-officio member of the N-PAC and is not a voting member. The N-PAC may appoint other individuals as ex-officio members if warranted. (See N-PAC Charter, Section V).

*Section 12.* In accordance with the N-PAC Charter, the N-PAC may appoint liaison members to provide information or assist with activities. (See N-PAC Charter, Section V). *Section 13.* Any N-PAC member desiring to resign from the N-PAC shall submit his/her resignation in writing to the Executive Secretary, who shall present it to the Chairperson and N-PAC for action.

## **ARTICLE IV**

### **Officers of the N-PAC**

*Section 1.* The officers of the N-PAC shall be the Chairperson and Chairperson-elect. These officers shall perform the duties prescribed by the N-PAC Charter and these bylaws.

*Section 2.* It shall be the duty of the N-PAC to accept and act upon candidates for the offices of Chairperson and Chairperson-elect. In accordance with Section VIII of the N-PAC Charter, these officers will be elected at a regular meeting by the formal representatives (voting members) of the N-PAC. The Chair-elect will be elected within 2 months before the start of the new N-PAC operational year.

*Section 3.* As set out in Section VIII the N-PAC Charter, the Chairperson will be elected annually for a 1-year term with the option of being elected for an additional year. In the alternative, the N-PAC may elect the Chairperson for a 2-year term, but without the option for re-election to that post.

*Section 4.* The Chair-elect will be elected for a 2-year term. The individual will serve the first year as the Chair-elect and the second year as the Chair of the N-PAC. The year as Chair-elect will not count against the 2-year limit that an individual may serve as Chair of the committee. In the absence of the Chair, the Chair-elect shall have all the rights and exercise all the responsibilities that are granted to the Chairperson by the N-PAC Charter and Bylaws.

*Section 5.* The former Chairperson will serve as a resource to the current Chairperson and Chair-elect for the year following their term as Chairperson. As provided for by Section VIII of the N-PAC Charter, if the term of the former Chairperson coincides with the expiration of the individual's membership on the N-PAC, they may serve one additional year as an ex-officio member of the N-PAC. The OPDIV/STAFFDIV/non-HHS organization Head must be informed of this circumstance however, and concur with the extension.

*Section 6.* No member shall hold more than one office at a time.

*Section 7.* The Chair-elect will be responsible for monitoring compliance with the N-PAC Charter and By-laws and will notify the N-PAC if discrepancies occur.

## **ARTICLE V**

### Nomination Process for Members on the N-PAC

The nomination process will be conducted in accordance with the nomination process guidelines set out in the Section VI of the N-PAC Charter.

## **ARTICLE VI**

### Term of Appointment for Members of the N-PAC

*Section 1.* For any individual, a term is 4 years with a maximum of 2 terms.

*Section 2.* A selection for membership counts as a term regardless of the length of years in the term.

*Section 3.* A current voting member may seek appointment to Chair-elect at any time during his/her current term of service. If the voting member is in the last year of his/her first term of service he/she may choose to run for Chair-elect independent of pursuing a second term of general service as a voting member. In accordance with current Charter and bylaws a members combined service as a voting member and/or chair-elect (and then Chair) cannot exceed a total of eight years.

*Section 4.* In accordance with Section VII of the N-PAC Charter, once a member has accumulated a lifetime total of 8 years of service on the N-PAC, they are not eligible for reappointment. Terms of office may be served consecutively at the discretion of the N-PAC.

*Section 4.* Pro Tempore Members. If a formal representative of the N-PAC is reassigned to a different OPDIV / STAFFDIV or non-HHS agency during his/her term of appointment, the individual will be allowed to maintain his/her appointment until replaced by an individual selected in the next N-PAC election cycle.

## **ARTICLE VII**

### Relationship of CPO to N-PAC

In accordance with Section IX of the N-PAC Charter, all official output of the N-PAC whether it is correspondence, reports, minutes of its proceedings, or any other form of communication, must be transmitted through the CPO. The CPO may provide concurring or non-concurring comments, but may not stop or unduly delay any N-PAC transmittals.

## ARTICLE VIII

### Operations and Procedures

*Section 1.* The N-PAC shall begin its operational year on the first day of October.

*Section 2.* N-PAC regular meetings shall be held at least quarterly in accordance with the N-PAC Charter. It is however, the express goal, and has been the usual practice, of the N-PAC to have a meeting on the third Friday of each month in which the regular meetings are held (a meeting is not usually scheduled the month of the Annual Commissioned Officer's Foundation (COF) meeting and in August). These meetings shall be for the purpose of electing officers and members, receiving of reports from officers and committees, and for any other business that may arise.

*Section 3.* Special meetings may be called by the Chairperson or upon the written request of eight N-PAC members. The purpose of the meeting shall be stated in the call and unless it is an emergency, notice shall be given at least 2 weeks in advance.

*Section 4.* An Executive Secretary will be appointed to assist the Chairperson and Chair-elect in conducting N-PAC business. The individual must be a member of the nurse category. The individual is not required however, to be a voting member of the N-PAC. (See N-PAC Charter, Section X).

*Section 5.* A meeting agenda and appropriate background material is to be made available to the members prior to or at each regularly scheduled meeting. (See N-PAC Charter, Section X).

*Section 6.* Minutes of each N-PAC meeting will be developed by the Executive Secretary, distributed via the Nursing Listserv and approved by the N-PAC members at the next regularly scheduled N-PAC meeting. Approved minutes will then be placed on the USPHS Nursing Web (<http://phs-nurse.org>) site for availability to other PAC's and the Office of the Surgeon General.

*Section 7.* All official output of the N-PAC whether it is correspondence, reports, minutes of its proceedings, or any other form of communication will be maintained either electronically or in hard copy for a minimum of 7 years.

*Section 8.* N-PAC business shall be conducted by consensus among those participating in the meeting (either in person or on the telephone), except for elections or other circumstances where voting is deemed appropriate.

*Section 9.* A quorum for voting shall consist of 50 percent of the formal voting N-PAC representatives who are present (either in person or on the telephone) at the meeting. An alternate attending in lieu of the member shall be counted in determining the quorum requirement. (See N-PAC Charter, Section X). A passing vote shall consist of a simple majority of those voting N-PAC members present.

*Section 10.* The N-PAC may establish standing and ad hoc committees to address issues that relevant to the mission, objectives and function set out in the N-PAC Charter. Membership on these committees is open to individuals who are not formal representatives to the N-PAC. However, the Chairperson of any committee is to be a voting member of the N-PAC.

*Section 11.* Any formal N-PAC representative who misses three meetings during an operational year will either receive a letter from the N-PAC chairperson asking the nurse if the person wishes to continue serving on the N-PAC and fully participate in all N-PAC activities or voluntarily resign from the N-PAC. If the member does not resign and indicates an intention to participate as an N-PAC member, the individual will be allowed to continue serving on the N-PAC with all the rights and responsibilities of said membership. If on the other hand, the N-PAC member misses an additional 3 meetings during the same operational year for a total of 6 missed meetings, the N-PAC may ask the member to voluntarily resign. Alternatively, the N-PAC may initiate a request to the Surgeon General to terminate the nurse's N-PAC membership and provide notice of said termination to the nurse's OPDIV/STAFFDIV/non-HHS organization Head.

*Section 12.* Every formal N-PAC representative is expected to chair at least 1 N-PAC committee or sub-committee during their tenure on the N-PAC. Failure to do so may result in being asked to voluntarily resign at the discretion of the N-PAC. In the alternative, the N-PAC may initiate a request to the Surgeon General to terminate the nurse's N-PAC membership and provide notice of said termination to the nurse's OPDIV/STAFFDIV/non-HHS organization Head.

*Section 13.* Any formal-N-PAC representative who fails to represent the interests of their OPDIV/STAFFDIV/non-HHS organization or fails to keep their constituents informed of N-PAC activities may be asked to voluntarily resign at the discretion of the N-PAC. In the alternative, the N-PAC may initiate a request to the Surgeon General to terminate the nurse's N-PAC membership and provide notice of said termination to the nurse's OPDIV/STAFFDIV/non-HHS organization Head.

*Section 14.* N-PAC funds may be used to support the cost of awards. Request for uses of funds should be forwarded to the Chairperson for consideration. Funds less than \$100, may be approved at the discretion of the N-PAC chair. Requests for use of funds, greater than \$100, will require an N-PAC voting member quorum and a passing vote. All transactions should be documented in the operational liaison's report.

## ARTICLE IX

### N-PAC Subcommittees

*Section 1.* N-PAC sub- and designated ad hoc committees shall report their findings, conclusions, and recommendations to the full N-PAC when necessary and where appropriate. In addition, each sub- and ad hoc committee shall submit an annual report to the CPO and N-PAC at least one month before the end of the operational year. The reports shall be placed on the USPHS nursing website (<http://phs-nurse.org>).

*Section 2.* The N-PAC shall assess the performance of and need for, each sub- and ad hoc committee on an annual basis unless an earlier period is warranted. Based upon such assessment, the N-PAC shall determine if the purpose of the sub- or ad hoc committee is still viable and if so, whether the goals need to be modified or membership structure changed.

*Section 3.* It shall be the duty of each sub- or ad hoc committee to develop its own internal operating procedures and to provide this information to the N-PAC within two months of the sub- or ad hoc committee's formation. Any changes to the sub- and ad hoc committees' internal operating procedures shall be provided to the N-PAC at the next regularly scheduled meeting after the changes take place.

*Section 4.* The following will be sub-committees of the N-PAC:

1. Career Development:

Goals:

- Strengthen nursing practice in public health in assessment, policy development and assurance of successful PHS services through a variety of career development outreach activities
- Identify and disseminate relevant career development information to systematically enhance individual performance and potential.
- Integrate relevant educational training for Commissioned Corps Nurses through resources, 'tips of the month' and career counseling at PHS events including annual USPHS Symposium and Nurse Recognition Day, as applicable.
- Maintain Career Development Mentoring Program providing mentors to Nurse Corps Officers that will offer assistance, career development resources and support of the officer's professional career goals.
- Maintain and enhance dynamic relevant Career Development web pages.
- Spotlight DHHS Nurses.

2. Resource REACH:

Resource for all Federal nurses to advocate and promote the Surgeon General's public health priorities through initiatives that contribute to improved health outcomes among Americans.

- Facilitates resources for Federal nurses in support of evidence based practice (EBP)
- Coordinates education series to Federal nurses
- Provide resources to nurses promote the Surgeon General's public health priorities to the public

- Provide workplace nurse practice resources to Federal nurses in all positions (i.e. clinical, APN, program/administration) across agencies.
3. Awards:  
Reviews issues, perspectives, and processes regarding awards for USPHS nurses in field, agency and headquarters positions. This includes MANE, COA and publication awards.  
Goals:
- Facilitate and support efforts that ensure nurses are recognized through the awards process for their outstanding contributions and noteworthy accomplishments;
  - Encourage award nominations in order to recognize the accomplishments of HHS nurses;
  - Facilitate and improve the awards process of both CS and CC nurses through overall education and training; and
  - Recognize the value of public acknowledgement of award presentations.
4. Events:  
Promotes, plans and implements specific events at the request of the N-PAC chairperson/co-chairperson.
- To plan and implement specific events. Ad hoc event committees may include:
    - United States Public Health Service Nursing Recognition Event
    - Commissioned Officers Association Conference-Nurse Category Day
    - Association of Military Surgeons of the United States annual meeting
    - Change of command ceremony
    - Retirement event
    - Meet and greet sessions with the Chief Nurse or other dignitary
    - Welcome for newcomers to N-PAC
  - To identify and maintain an annual list of educational conferences/meetings/session of interest for nurses on the N-PAC website.
  - Create and maintain N-PAC merchandise to foster USPHS Nursing pride
5. Communications:  
Plans, implements and evaluates communication needs among HHS Nurses including: website for nurses, nursing resources manual and the listserv.  
Goals:
- Maintain a website that is available to all HHS Nurses and provides them a method of communication.
  - Maintain the listserv and encourage participation by all HHS Nurses.
  - Maintain the Nurses' Resource Manual online and assure information remains current and accurate.
  - Maintain print resources.
6. Recruitment  
Seeks to attract and retain highly desirable, motivated and qualified professionals to the Commissioned Corps.
- The Recruitment Subcommittee is comprised of three distinct workgroups, each with

their own Co-Task Leads:

- The Nurse Applicant Workgroup (NAW), the Every Nurse is an Ambassador Workgroup (ENIAAC) and the Facebook Workgroup.
  - The NAW, comprised of agency highly energetic liaisons, meets monthly to review applicants provided by DCCPR and discusses how to best assist candidates with up-to date information about PHS nursing and job opportunities. It is noteworthy that not all liaisons are hiring officials. A list of nurse applicants, received by DCCPR, is divided up by Co-Task Leads to ensure equitable workload.
  - A partnership between DCCPR and members of the NAW is being facilitated by co-chairs of this Subcommittee. Specifically the Call to Active Duty (CAD) Team-Advisory Group, and N-PAC's Recruitment Subcommittee is to create a "complementary" component within the N-PAC in support of recruitment efforts PHS wide
  - The ENIAAC, comprised of highly energetic and motivated "volunteer nurse recruiters", meet on a regular basis and continue making presentations to schools, etc. using approved OCCO materials.
  - The Facebook Workgroup answers questions posted to the USPHS Nurse webpage in real time. The team has established a schedule to ensure equitable workload. Members continue to grow page by building content and increasing activity by encouraging addition of content by all members. Likes continue to grow on a regular basis.

Goals:

- Participate in HHS agency recruitment opportunities.
- Facilitate contacts with HHS agency recruiters/contacts.
- Serve as a resource for potential applicants regarding the Commissioned Corps and the application process.
- Maintain tracking system for the ARPs and applicants.

7. Readiness and Response:

Serves to advise the N-PAC on readiness and deployment issues that affect USPHS nurses and to assist USPHS nurses in meeting basic readiness standards.

Goals:

- Provide resources to assist nurses in maintaining and achieving basic readiness status.
- Monitor trends and report analysis to N-PAC leadership of the number of nurses not achieving Basic Readiness status.
- Work with N-PAC leadership and DCCPR readiness staff to determine nurse knowledge and practice competencies for deployments and potential skills gap for current nurse deployment roles.

**N-PAC**

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