

U.S. PUBLIC HEALTH SERVICE



Bylaws of the Dental Professional Advisory Committee (DePAC)

Dec 15, 2020

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I. Mission

The mission of the Dental Professional Advisory Committee is to provide oversight and guidance on policy and other activities of the Dental Category of the U.S. Public Health Service in support of the Chief Dental Officer (CDO).

The purpose of these bylaws is to supplement the Dental Professional Advisory Committee (DePAC) Charter by providing specific and detailed information on the duties and responsibilities of the executive positions of the DePAC, including the Subcommittee and Workgroup Chairs, and expound on the operations and procedures currently employed by the DePAC. As such, the bylaws define the standard operating procedures of the DePAC.

II. Governing Body

Pursuant to the DePAC Charter (Section V - Membership; [3]), the DePAC elects new members each year to bring membership to no more than twenty voting members. The duties of the DePAC shall be to provide leadership that ensures timely completion of the responsibilities listed in the DePAC Charter and to recommend to the Chief Dental Officer and the Dental Category the strategies and actions which address issues that affect the professional careers of USPHS Dental Officers.

A. Officers of the DePAC

1. Chair
2. Vice Chair
3. Executive Secretary
4. Executive Committee
5. Workgroup Chairs
6. Subcommittee Chairs

B. Election and Appointment Process

1. Chair / Vice Chair
 - The current Vice Chair requests nominations and self-nominations for the upcoming Vice Chair position in the Fall of each year.
 - Candidates provide the Vice Chair with a statement of intent that is distributed to members.
 - Voting is accomplished electronically under the aegis of the current Vice Chair prior to the last DePAC meeting of the year. The Vice Chair will not vote during this selection except in the event of a tie.
 - The Vice Chair will, upon completion of his/her term, assume the position of the Chair for the following term.
 - It is inherent in the position of the Chair to mentor the Vice Chair regarding the roles and responsibilities of the Chair position.

2. Executive Secretary

- The Executive Secretary will provide secretarial support for the Executive Committee and document minutes of the discussion and presence/absence of the DePAC members.
- The Chair at his/her discretion may solicit a candidate for the Executive Secretary position by the following methods:
 - 1) Request a volunteer from the first year DePAC members.
 - 2) Assign the position to a first year DePAC member for a one-year term.
 - 3) Rotate the position among all first-year DePAC members.
 - 4) Request a volunteer candidate from the Dental Category of the USPHS via the Dental Bulletin Board and agency contacts. Note: If the Executive Secretary is selected from outside the current DePAC membership, the Executive Secretary, pursuant to the DePAC Charter, will be an ex officio member of the DePAC.

3. Executive Committee

- The DePAC Executive Committee shall consist of the duly elected Chair, Vice-Chair, Immediate Past Chair, the Executive Secretary and the CDO.
- The voting members of the Executive Committee shall be the Chair, Vice-Chair, and the Immediate Past Chair, if eligible (must not have exceeded 6 years of PAC membership; if the Immediate Past Chair has served 6 years on DePAC, then they will serve in an ex-officio role on the Executive Committee). The Executive Secretary may participate in the sessions of the Committee and shall record all minutes of the proceedings.

4. DePAC Workgroups

- Awards Workgroup
- Readiness and Deployment Workgroup
- Communications Workgroup
- Membership Workgroup
- Recruitment Workgroup
- Retention and Mentoring Workgroup
- Public Health Workgroup
- All Workgroup chairs are selected from DePAC membership and solicitations of those interested are requested by the Chair of the DePAC at the end of each year or if a vacant position occurs. Final selections are made by the Chair and the Vice-Chair in consultation with the Chief Dental Officer.

5. DePAC Subcommittees

- Minority Initiatives Subcommittee (MIS)
- Women's Initiatives Subcommittee (WIS)
- All subcommittee chairs are selected from DePAC membership and solicitations of those interested are requested by the Chair of the DePAC at the end of each year or if a vacant position occurs. Final selections are made by the Chair and the Vice-Chair in consultation with the Chief Dental Officer.

C. Duties of Committee Officers

1. Duties of DePAC Chair

- The incoming Chair will develop a strategic plan and vision for their term and establish goals with time frames so that the members of the DePAC will have a common vision and plan. Many of these visions and goals will be ongoing from prior years and will evolve as needed to achieve the current mission of the Commissioned Corps.
- The Chair will attend meetings related to the:
 - 1) Dental Professional Advisory Committee (DePAC)
 - Plan meeting schedule- dates, frequency, location
 - Arrange for remote conferencing capabilities
 - Develop meeting agenda with input from the Executive Committee
 - Arrange for distribution of agenda and component reports
 - Convene DePAC meeting, assuring a quorum (50% of voting members)
 - Manage meeting with completion of agenda and fairness in time distribution of discussions in mind
 - Assign tasks identified during meeting to individuals on PAC for completion
 - Adjourn meeting/set next meeting date & time
 - 2) Surgeon General's Policy Advisory Council (SG-PAC)
 - Attend SG-PAC meeting, keep notes of meeting for clarification or comparison with notes taken by Chief Dental Officer
 - Represent views of Dental Category if necessary
 - Report DePAC activities as necessary
 - Represent Dental Category in absence of CDO as necessary
 - Report proceedings of CPO PAC to DePAC as necessary
 - 3) Professional Advisory Committee Chairs' Group (PAC Chairs' Group)
 - Represent Dental Category/DePAC in discussion and study of issues
 - Participate in ad-hoc and work groups as necessary
 - Report proceedings to DePAC as necessary
 - 4) Oral Health Coordinating Committee (OHCC)
 - Attend quarterly meetings as requested by CDO
 - Report DePAC issues to OHCC as necessary
 - Report OHCC issues back to DePAC as necessary
- Other duties of the DePAC Chair
 - 1) Become familiar with DePAC Charter and PAC Maintenance Agreement to be sure that policies are being followed
 - 2) Participate in strategic planning/goal setting and direction of DePAC with CDO, Vice- Chair and other leadership
 - 3) Assign sub-committee and work group chair positions with input from Vice-Chair
 - 4) Complete correspondence for CDO as necessary
 - 5) Contribute as needed/requested to Dental Category Newsletter
 - 6) Coordinate with Vice-Chair and other leadership to assure that assigned tasks are being completed

- 7) Follow-up membership, award, charter update and other deadlines to assure that time constraints for reports/action are being met
- 8) Maintain open communication with DePAC membership
- 9) Participate in Dental Category and non-category related task force/ work group assignments as needed
- 10) Maintain open communication with other PAC Chairs to determine which cross- category issues should be discussed/pursued

2. Duties of the Vice Chair

- Meeting Related:
 - 1) Assists the Chair in planning and coordination of monthly meetings.
 - 2) Records Action Items of each meeting and repeats the Action Items to DePAC members at the end of the meeting.
 - 3) Represents the DePAC on ad hoc committees and reports relevant updates as appropriate.
- Other duties of the DePAC Vice-Chair:
 - 1) Assists the Chair in all functions assigned or requested.
 - 2) Assumes all duties of Chair when requested or as circumstances warrant.
 - 3) Represents the DePAC at all assigned ad hoc workgroups.
 - 4) Oversees the By-Laws and coordinates its amendment as detailed by the DePAC.
 - 5) Represents the Dental Category in a liaison role networking with other category representatives, other Federal and professional organizations and boards.

3. Duties of the Executive Committee

- The Executive Committee shall exercise all powers of the DePAC between the meetings of said DePAC with the following exceptions:
 - 1) The Executive Committee shall not have authority to make, alter, or amend the Bylaws.
 - 2) The Executive Committee shall not have the power to fill vacancies in its own membership.
- The Executive Committee shall meet at stated times or on notice by any of its members. Meetings will be held in person, by telephone, or electronically. Further, the Executive Committee may conduct business by mail, fax, internet, or other electronic means. A majority of the Executive Committee membership shall constitute a quorum and decisions shall be made by majority vote.
- The Executive Committee shall keep regular minutes of its proceedings and report the same to the DePAC. Its functions will include:
 - 1) Meet and discuss issues of urgent concern on behalf of the DePAC when the full membership is unable to convene.
 - 2) Set agenda and review studies of workgroups.
 - 3) Serve as the leadership advisor for all workgroups.

4. Duties of the Executive Secretary

- Taking roll call at each meeting and keeping an accurate record of attendance

of all attendees at each meeting.

- Responsible for taking notes and producing minutes from each meeting, and distributing such minutes to the DePAC Chair, Vice Chair and Chief Dental Officer (CDO) for review prior to distribution to the entire DePAC.
- Distribute agenda, minutes, reports, and preparatory materials to members prior to the meeting.
- During the current term as Executive Secretary, maintains the permanent file of the official minutes, reports, correspondence and other important information of the DePAC.
- At the conclusion of his/her term [pursuant to the Charter, Section X, (2), c], provides to the permanent file of the DePAC the official minutes, reports, correspondence, and other important information to the incoming Executive Secretary, and a copy to the Chief Dental Officer.
- The secretary is also responsible for other duties, as assigned by the DePAC Chair, Vice Chair, or CDO. The secretary is expected to be in attendance at each monthly DePAC meeting.
- Serves on the Executive Committee as recorder, taking minutes and action items for documentation.

5. Duties of the Ex-officio Members

- The DePAC Chair, in collaboration with the Chief Dental officer, may appoint up to 10 ex-officio members of the Dental Professional Advisory Committee.
- The roles and responsibilities of the ex-officio members are:
 - 1) Serve as advisors to the operations, procedures, and activities of the DePAC on a regular basis.
 - 2) Attend monthly meetings of DePAC to provide guidance and support.
 - 3) Actively participate in ongoing DePAC activities as needed, serving as consultants for workgroups and/or subcommittees of DePAC.
- The term of an ex-officio member shall be the same as that of a voting members, three years, and may be renewed at the discretion of the Chief Dental Officer and DePAC Chair.
- The DePAC Chair and Vice-Chair will be responsible for developing a list of potential ex-officio members in the Fall of each year, and submitting these names for consideration to the Chief Dental Officer, who will make the final selection. Once approved, the DePAC Chair is responsible for orienting new ex-officio members and ensuring that they have supervisory and agency clearance to serve in the role of DePAC ex-officio member.
- An ex-officio member may terminate membership in DePAC at any time, but are encouraged to serve a full 3-year term. Ex-officio members may, at the discretion of the DePAC Chair, appoint alternates if they are unable to attend the monthly DePAC meeting.

6. Duties of the Agency Liaison Officers

- The Chief Dental Officer may assign agency liaison officers for all agencies served

by USPHS dentists, including non-HHS agencies/operating divisions. The agency liaisons shall serve under the guidance of the Chief Dental officer and work in collaboration with the DePAC.

- The roles and responsibilities of agency liaisons are:
 - 1) Attend meetings of DePAC to provide guidance and support as needed.
 - 2) Actively participate in ongoing DePAC activities as needed.
 - 3) Serve as points of contact for their respective agencies with respect to recruitment, career development, and other issues.
 - 4) Serve as points of contact for their respective agencies for dental organizations, working collaboratively with the appointed/elected PHS Dental Organizational Liaison Officers.
 - 5) Serve as advisors to the operations, procedures, and activities of the DePAC on a regular basis.
- The term of an agency liaison is for one year provided they remain in the particular agency and the Chief Dental Officer may renew the term annually.
- The DePAC Chair and Vice-Chair will be responsible for developing a list of potential agency liaisons in December each year, and submitting these names for consideration to the Chief Dental Officer, who makes the final selection. Once approved, the DePAC Chair or his/her designee will be responsible for orienting new agency liaisons as to their role and ensuring that they have supervisory and agency clearance to serve in the role of Dental Category Agency Liaison Officer.

III. Membership Requirements

A. Elected DePAC Members

DePAC members are expected to be present at all meetings, either in person or via teleconferencing. Failure to attend three or more meetings per three year term without just cause will result in expulsion from the DePAC. Also, failure to attend six or more meetings per three year term, excused or unexcused, will be justification for removal from DePAC at the discretion of the DePAC Chair and Chief Dental Officer.

B. Workgroup and Subcommittee Members, non-elected

Members of all workgroups and subcommittees are expected to be present at all meetings, either in person or via teleconferencing. Failure to attend two or more meetings per year without just cause is justification for removal from the workgroup/subcommittee. Also, failure to attend four or more meetings, excused or unexcused will be justification for removal from the workgroup/subcommittee at the discretion of the workgroup/subcommittee chair.

C. Ex-officio Members

While there is no specific membership attendance requirement for ex-officio members, ex-officio members are expected to participate in as many DePAC activities as possible, and may be removed from ex-officio status by the Chief Dental Officer in consultation with the DePAC Chair.

IV. Workgroup and Subcommittee Bylaws

A. Administration of DePAC Workgroups and Subcommittees

1. Membership

- The Chair of each Workgroup (WG)/Subcommittee (SC), and Vice Chair when applicable, will be a voting member of DePAC and appointed by the DePAC Chair. Prior membership on a WG/SC is not a requirement for appointment to that group.
- A DePAC vote will not be required for WG/SC membership selection; this will be at the discretion of each WG/SC Chair.
- The number of WG/SC members will vary, depending on the needs of each group, as determined by the DePAC Chair in consultation with the respective WG/SC Chair.
- Gender, minority and agency diversification of each group is essential to best represent the dental category. Membership is open to: dental officers from all USPHS agencies; Non-DePAC members; and Civil Service dentists.
- The membership term for all WG and SC members will be one calendar year (Jan 1st-Dec 31st) with an opportunity for re-assignment at the discretion of the Chair.
- The terms for Chair and Vice Chair will be at the discretion of the DePAC Chair and will coincide with their DePAC voting membership term.
- Each member of the WG/SC in good standing will have one vote on all matters requiring a vote.
- All members are required to meet basic readiness requirements when selected and maintain their readiness throughout the duration of their term.

2. Meetings

- The WG/SC Chair will be responsible for establishing a meeting schedule for the year and communicating that schedule to the group's members by email.
- Meeting frequency will be based on the needs of each WG/SC and may be in the form of a conference call, e-mail discussion, or in-person conference if the opportunity so arises, e.g., concurrent with the COA meeting.
- Each group is required to meet at least once per quarter and no more than once per month (unless deemed necessary by the Chair relating to a specific project or event).
- The Chair (or his/her designee) will document minutes from each meeting.
- Monthly action reports will be submitted to the DePAC Vice Chair regardless of whether a meeting has been held.
- A quorum (50% of the WG/SC members) must be present for all matters requiring a vote.

3. Orientation of the New Chair

- All outgoing WG/SC Chairs shall fully orient incoming Chairs prior to the January DePAC Voting Member meeting.
- The following documents will be provided to the incoming Chair:
 - 1) The prior year's membership roster with contact information.

- 2) A copy of the current DePAC Bylaws and DePAC Charter.
- 3) Action reports submitted to the DePAC Vice Chair the prior year.
- 4) Meeting agendas and minutes from the prior year's WG/SC meetings.
- 5) Any annual timeline(s) that apply to the operations of the WG/SC, e.g. awards timeline, newsletter publication timeline, or voting member OSG packet submission timeline.
- 6) A current copy of documents pertinent to the operations of the WG/SC, e.g. dentist vacancy list, recruitment materials, and mentoring resource guide and operational manual.
- 7) Any pertinent USPHS or federal policy which applies to the operation of the WG/SC, e.g. HHS social media policy.
- 8) A concise list of partially completed projects, action items and reports pending, goals set forth for the current year and any events that the WG/SC is expected to participate in on an annual basis.

4. Amending the DePAC Bylaws

- Each WG/SC Chair (and Vice Chair when applicable) can submit a proposal for changes to the existing DePAC Bylaws.
- Amendments must be submitted to the XC for review and distribution to all voting members.
- All amendments must be consistent with the DePAC Charter.
- Any and all changes must be approved by a majority vote of the DePAC.

B. Awards Workgroup

1. Article I: Purpose

- The purpose of the DePAC Awards Workgroup is to evaluate dental category award nominations and make recommendations to the DePAC. Additionally, the Workgroup will provide assistance to officers and supervisors in the refinement of individual award nomination packets. Finally, the Awards Workgroup will advise the DePAC and dental category on ways to encourage award nominations of dental officers by their respective supervisors.

2. Article II: Objectives

- Evaluate dental category award nominations submitted to the DePAC.
- Develop and communicate appropriate awards criteria for the DePAC dental category awards.
- Clarify the DePAC Awards process so that it is transparent.
- Prepare guide/schedule of annual award nominations.
- Maintain draft example award write-ups for dental supervisors to assist them in submitting award nominations.
- Communicate updates with DePAC Membership with respect to existing Civil Service and Commissioned Corps award programs and opportunities.
- Evaluate Commissioned Corps individual honor awards prior to submission to the Agency Awards Boards (AAB) and provide recommendations.
- Author and maintain an Individual Awards Guide that provides narrative guidelines for those Commissioned Corps individual honor awards that can be approved by

Agency Awards Boards (AAB). The Agency Awards Board can approve for Citation (CIT), Achievement Medal (AM), Commendation Medal (CM), and Outstanding Service Medal (OSM).

- Collect, analyze, and provide de-identified examples of successful individual honor award nomination packets for dental officers to the dental category.

3. Article III: Activities of the Awards Workgroup

- Schedule of Dental Category Award nominations:
 - 1) The Awards Workgroup will be responsible for publicizing nomination information for the seven dental category awards on the Dental Bulletin Board and the Dental Category Newsletter. This notification shall be completed no later than July 31st, unless otherwise determined by the Executive Committee (XC) to benefit the Dental Category.
 - 2) The deadline for the submission of the award nominations to the Workgroup Chair shall be September 15th, unless otherwise determined by the XC.
 - 3) The workgroup verifies that the nominees meet criteria available for evaluation and that the nomination packets are complete. The Chair will forward the nomination packages to the DePAC no later than October 15th, unless otherwise determined by the XC.
 - 4) The voting members of DePAC will score and rank the nominees and will forward the ranked order nominees' names to the Awards WG Chair for the Ernest Eugene Buell, Ruth Lashley Mid-Career, Jack D. Robertson, Senior Clinician, Herschel Horowitz Oral Health Policy and Research, the Responder of the Year Award, and the Mentor of the Year Award no later than November 15th, unless otherwise determined by the XC. The Awards WG Chair will forward the names of the nominees to the Chief Dental Officer and the DePAC Chair. The Chief Dental Officer (CDO) is the selecting official and has the final approval for all Dental Category Awards. After selection of recipients by the CDO, the Awards Workgroup Chair will forward the names of the award recipients (after the recipients have been notified) to the COF Symposium Planner (for inclusion in the program) within two weeks of the March DePAC meeting or earlier if requested by the COF Symposium Planner. DePAC members who are nominated for a category award, will be excluded from voting for that particular award.
 - 5) The Awards Workgroup Chair is responsible for notifying the nominator of officers not selected with a letter of notification of non-selection. The Awards Workgroup Chair may notify the nominator of officers selected with a letter of notification of selection, if requested by the CDO. The Awards Workgroup Chair will prepare all letters of selection and non-selection by direction of DePAC Exec or CDO.
 - 6) The DePAC Chair and/or CDO or their designee will delegate responsibility to the COF Symposium coordinator for making the award plaques and presenting the awards at the Annual COF Symposium. The DePAC Workgroup will coordinate with the COF Symposium Planning Committee to

prepare introductions for the presentations of dental category awards at the Annual COF Symposium. Immediately after the COF symposium, the CDO will be responsible for publicizing the award recipients via the Chief Dental Officer Newsletter. The Awards WG will publicize the award recipients through the DePAC Awards Website.

- Nomination Procedures for All DePAC Category Awards:
 - 1) There are no restrictions on the number of nominations that an agency may submit. Nominations can originate at any level within the USPHS, but must, in all cases, go through appropriate agency channels prior to submission. Nominations for the Dental Category Awards shall consist of: (1) The nomination application which includes the supervisory approval, (2) Current Curriculum Vitae Summary Sheet following the dental category format or an equivalent Civil Service current Curriculum Vitae Summary Sheet will be accepted), and (3) Written justification (narrative) for the award based on the individual nominee's past activities.
 - 2) Members of the Executive Committee (DePAC Chair, Vice Chair, and Executive Secretary) cannot self-nominate nor accept a nomination for any DePAC award during their Executive Committee tenure.
 - 3) The Chair and Co-Chair of the Awards Committee and DePAC Awards workgroup members can be nominated but must recuse themselves from that award deliberation process.
 - 4) A moratorium of two years is imposed on previous DePAC award recipients; they must wait a minimum of two full DePAC Award nomination cycles from the year awarded prior to being eligible for another DePAC Award. For example, if the dental officer/general schedule dentist received a dental category award in 2019 (nomination submitted in Sept 2018), they are not eligible for the category nomination until the 2021 DePAC Award cycle (nomination to be submitted in Sept 2020).
 - 5) Flag officers and retired USPHS Commissioned Corps officers and General Schedule dentists shall not be eligible for any award except for the Surgeon General David Satcher Keynote Lecture Award. Those nominees who have planned retirement dates during the award year, must remain on active duty until June 30 during the nomination year to be eligible for dental category awards. Those Commissioned Corps officers who are immediately converting to civil service will retain eligibility.
 - 6) All USPHS Commissioned Corps Officers must meet Basic Readiness requirements at the time of nomination and maintain Basic Readiness throughout the application process, to include the date of receiving the DePAC award. Officers applying for a career award need to be have been Basic Ready for the past 5 years and until the award is received. Officers applying for all other awards need to be Basic Ready for the award duration being consider up until the time the award is received (if less than the last 5 years).
 - 7) Nominees must not have a history of adverse or disciplinary actions within the last five years.
 - 8) The justification (narrative) should be 1 page in length and address, specifically, the criteria listed for the award. The justification must contain

sufficient information to enable a judgment to be made about the individual's level of professional contributions, the challenges overcome, dedication, demonstrated adherence to principles, and the pursuit of excellence shown by the nominee.

- 9) The awards shall consist of an inscribed citation on an attractive plaque, suitable for display. The names of the dental category awardees will also be engraved on separate plaques, to be displayed in the CDO's office.
- Recognition of DePAC Members:
 - 1) Active service on the DePAC may be recognized with a letter of commendation from the CDO at the conclusion of each year of service, and those who have exemplified the character and mission of the DePAC may be recognized with appropriate PHS awards. The DePAC Chair or designee will coordinate these activities.
 - 2) DePAC Voting Members who are Commissioned Corps officers may be recognized with the Commissioned Corps Special Assignment Award at the discretion of the CDO at conclusion of the full DePAC voting member term.

4. Article IV: USPHS Dental Category Award Descriptions

- The Ernest Eugene Buell Dental Award:
 - 1) Established in 1989, in commemoration of the Commissioned Corps Centennial Year. CAPT Buell was the first USPHS Commissioned Corps Dental Officer, commissioned in June 1919 and assigned to the Division of Marine Hospitals and Relief. This award is presented annually to a USPHS Junior Dental Officer/or equivalent level General Schedule dentist who has made a significant contribution in oral health education, research or service.
 - 2) The criteria upon which this award is based are:
 - The nominee must be a Junior USPHS Commissioned Corps Officer or equivalent level General Schedule dentist with less than 7 years of experience as a dentist at the time of nomination.
 - The nominee must have 7 years or less of total time in the uniformed services to qualify.
 - Program accomplishment as evidenced by exceptional management of programs traditionally administered by senior level staff or notable achievement in clinical, research, or educational activities.
 - Career recognition as evidenced by exceptional ratings on annual performance evaluations, awards presented by the USPHS, and awards/recognition by outside dental organizations.
 - Personal initiative as evidenced by dedication to the principles of the USPHS, participation in outside activities, recognition by community or non-professional groups, and acceptable personal qualities and habits.
 - Other factors as deemed appropriate by the DePAC, which serves as the recommending body, and the CDO, who serves as the selecting official.
- The Ruth Lashley Mid-Career Dental Award:
 - 1) Established in 2005 and is presented each year to a Mid-Career Dental Officer

or equivalent level General Schedule dentist. The initial award was presented in 2006 and then annually. CAPT Lashley had a stellar career and was assigned to the Federal Bureau of Prisons. The award is named to honor her work as an inspiration to all dentists.

2) The criteria upon which this award is based are:

- The nominee must be a USPHS Dental Officer or equivalent level General Schedule dentist with at least 8 but not yet 15 years of experience as a dentist
- Program accomplishment as evidenced by exceptional management of programs traditionally administered by senior level staff and/or notable achievement in clinical, research, or educational activities.
- Career recognition as evidenced by exceptional ratings on annual performance evaluations, awards presented by the USPHS, and awards/recognition by outside dental organizations.
- Personal initiative as evidenced by dedication to the principles of the USPHS, participation in outside activities, and recognition by community or non- professional groups.
- Participation in and/or contribution to the advancement of the USPHS Dental Category and/or oral health issues by direct involvement in public health activities at the local, state or national levels, such as, but not limited to, working with a local or state health department, dental society, professional dental or public health organization(s), the COA, the DePAC (as a member or participant in a workgroup), etc.
- Other factors as deemed appropriate by the DePAC, which serves as the recommending body, and the CDO, who serves as the selecting official.

• The Jack D. Robertson Dental Award:

1) Established in 1982, in honor of CAPT Robertson, and is presented each year to a Senior Dental Officer/or equivalent level General Schedule dentist whose professional performance best exemplifies the dedication, service, and commitment to the USPHS demonstrated by CAPT Robertson during his career.

2) The criteria upon which this award is based are:

- The nominee must be a Senior USPHS Dental Officer or equivalent level General Schedule dentist with 16 or greater years of experience as a dentist. at the time of nomination. In order to be considered for this award, the candidate must have attained the rank or grade of 0-5/GS-14 at the time of nomination.
- Job accomplishment(s) as evidenced by competent management of difficult or complex workloads (e.g., nature and extent of patient treatment contacts or administration of grants); sustained and significant performance levels; and ability to produce results in the face of extreme difficulty. The ability to produce results in the face of extreme difficulty is embodied in an officer's/ dentist's tenacity despite limited resources. The level of accomplishments is considered relative to the length of service. Clinical billets are considered equivalent, and not subsidiary, to non- clinical billets.
- Career recognition as evidenced by exceptional ratings on annual performance evaluations, awards presented by the PHS or other federal agencies, exceptional capability promotions, and awards/recognition by outside dental organization.
- Professional standing as evidenced by scholastic attainment, offices or consultant positions held in professional organizations, publications in

- recognized journals, and letters of appreciation.
 - Personal initiative as evidenced by dedication to the principles of the USPHS, participation in outside activities, recognition by community or non-professional groups, and acceptable personal qualities and habits.
 - Other factors as deemed appropriate by the DePAC, which serves as the recommending body, and by the CDO, who serves as the selecting official.
- The Senior Clinician Dental Award
 - 1) Established in 2001 to recognize a Senior Dental Officer/or equivalent level General Schedule dentist who has chosen a clinical career track and excels in clinical skills. The initial award was presented in 2002, and then annually.
 - 2) The criteria upon which this award is based are:
 - A Senior USPHS Dental Officer or equivalent level General Schedule dentist with 16 or more years of experience as a dentist at the time of nomination.
 - Presently assigned to a billet involving predominately clinical dentistry. The officer may also be involved in administering a clinical program, clinical dental research or the professional development of peers.
 - A philosophical commitment to ethical, high quality, appropriate, and cost effective treatment
 - Ability to produce results despite difficult or adverse situations whether it is patient load or population, lack of resources, or adverse environment
 - Innovation, maximizing efficiency and productivity
 - Professional recognition as evidenced by scholastic attainment, official awards, exceptional capability promotions, publications in recognized journals, or professional presentations and recognition by outside dental organizations
 - A commitment to continuing dental education focusing on improving skills that enhance clinical dentistry
 - Personal initiative demonstrated through sustained performance during an entire career.
 - Continuous dedication to the principles of the PHS
 - Additional significant contributions and attributes recognized by the DePAC that serves as the advisory body to the CDO.
 - It should be noted that it is not necessary for an officer to meet each stated criteria to be eligible for the Senior Clinician Award.
 - Other factors as deemed appropriate by the DePAC, which serves as the recommending body, and by the CDO, who serves as the selecting official.
- The Herschel S. Horowitz Oral Health Research and Policy Award:
 - 1) Established in 2005, as a dental category award. CAPT Herschel S. Horowitz, a researcher, educator, and Dental Public health specialist exemplified dedication and commitment to improving the public's health through research and action. He played a major role in leading and stimulating investigation whose results extended the use of fluoride for professional, public health and self-care applications. He critically studied the effects of combined preventive measures and he was the first to study cost-benefit and cost-effectiveness in oral health. The Herschel S. Horowitz Oral health Research

- and Policy Award will be presented annually to a USPHS Dental Officer(s) or equivalent level General Schedule dentist(s) whose performance contributes to improving the oral health of the public through:
- Clinical or basic research (including research in epidemiology, behavioral/social sciences and health care delivery).
 - The application of research findings to:
 - a. Development of oral health policy.
 - b. The management/administration of federal programs, including demonstration projects, that have implications for regional, national or global applications of these policies
 - It is the intention that recognition of accomplishments may alternate among these areas. Given the range of activities and services covered by this award, there may be multiple awardees in a particular year. The first award was presented in 2006, and then annually.
- 2) The criteria upon which this award is based are:
- The nominee must be a USPHS Dental Officer or equivalent level General Schedule dentist, preferably with an MPH, Ph.D. or equivalent degree, who has completed fifteen (15) or more years of total employment in the USPHS at the time of the nomination.
 - Job accomplishment(s) as evidenced by:
 - a. Performance of/or participation in outstanding basis, clinical, or behavioral/social science research related to oral health and disease.
 - b. Development or implementation of applications for results of such research to health care policy; prevention or clinical care; administration projects; Outstanding research is based on recognition by relevant scientific communities; level of accomplishments is considered relative to length of service.
 - Career recognition as evidenced by exceptional ratings on annual performance evaluations, awards presented by the PHS or other federal agencies, exceptional capability promotions, and awards/recognition by outside organizations.
 - Professional standing as evidenced by publications in peer-reviewed journals, offices or consultant positions held in professional organizations, mentoring provided and letters of appreciation. NOTE: the criterion of “publications in peer-reviewed journals” is applicable only to those dentists nominated in recognition of oral health research accomplishments.
 - Personal initiative as evidence by dedication to the principles of the PHS, participation in outside activities, and recognition by community or non-professional groups
 - Other factors as deemed appropriate by the DePAC, which serves as the recommending body, and by the CDO, who serves as the selecting official
- The Dental Responder of the Year Award:
 - 1) Established in 2006 to recognize a dentist’s impact on emergency preparedness, disaster response and contributions to local, national or international public health threats. The initial award was presented in 2006,

and then annually.

- 2) The criteria upon which this award is based include:
 - USPHS Dental Officer or equivalent level General Schedule dentist
 - One time impact on public health preparedness and response
 - Career contributions to emergency preparedness and /or disaster response
 - Nominee's role in deployments and the impact thereof
 - Training and education applicable to preparedness and response
 - Publications and presentations in the public area related to preparedness and response
 - The nominee's willingness to give credit to the USPHS for deployment activities (i.e., wearing the uniform while deployed, crediting the USPHS in presentations and publications)
 - Other factors as deemed appropriate by the DePAC, which serves as the recommending body and the CDO, who serves as the selecting official
- The Dental Mentor of the Year Award:
 - 1) Established in 2011 to recognize outstanding mentors as evidenced by their significant contributions towards enhancing the professional growth and career development of junior Commissioned Corps dental officers or equivalent level General Schedule dentists. The award is created to recognize the efforts and accomplishments of a dental professional serving in an exemplary mentoring role to a less experienced dentist.
 - 2) The criteria upon which this award is based are:
 - The nominee must be a USPHS Dental Officer or equivalent level General Schedule dentist with at least 5 years of total employment in the USPHS at the time of nomination.
 - Active duty USPHS dental officers (O-4 and above) and civil service dentists (GS-12 and above) are eligible for this award.
 - The nominee must have served as a mentor within the past 3 years.
 - Candidates may be nominated by their protégé (junior dental officer being mentored or mentored in the past) or supervisors and colleagues who have personal knowledge of the nominee's mentoring efforts.
 - The nomination should consist of a narrative that describes such qualities as, but not limited to the following:
 - a. sustained commitment to advancing the protégé's professional growth and career;
 - b. provides sound counsel on protégé's professional growth and career development;
 - c. selflessness in the commitment of time devoted to mentoring;
 - d. monitors protégé's progress and offers honest, constructive feedback when needed or sought;
 - e. creates a supportive environment for the protégé, and connects protégés to the appropriate resources.
 - f. Specific examples of these and other qualities must be documented.
 - Other factors as deemed appropriate by the DePAC, which is the recommending body, and the CDO, who serves as the selecting official.

5. Article V: Individual Awards

- The Awards Workgroup shall solicit and maintain examples of successful individual USPHS award nominations. The nomination narratives shall be examined by a subcommittee of Awards Workgroup members, with the intent of identifying characteristics that successful narratives share.
- An Award Guide shall be developed and maintained by the individual awards subcommittee that will be updated every two years. It will include:
 - 1) Summaries of current award levels as described in CCI CC511.01
 - 2) Characteristics of successful nominations (e.g. supporting data, scope of award, etc.)
 - 3) De-identified examples of successful awards
- The Awards Workgroup will offer limited award narrative review services to all dental category members. This will be conducted on a first-com first-served basis. Recognizing that there may be significant seasonal fluctuations in both review requests and seasonal workload (e.g. during DePAC Award packet processing), the timeframe for reviews shall fluctuate as needed. The Awards Workgroup Chair and Co-Chair will set review timeframes quarterly based on current workload.

C. Readiness and Deployment Workgroup

1. Article I: Purpose

- The mission of the Readiness and Deployment Workgroup is to serve as an advocate for officers of the dental category on policy issues concerning readiness status and deployments.

2. Article II: Objectives and Activities

- Develop strategies to facilitate the achievement of readiness status by all dental officers.
- Advocate for all qualified dental officers to access deployment opportunities.
- Conduct inquiries concerning readiness deficiencies in the dental corps.
- Develop systems to publicize deployment and readiness training opportunities for dental officers.
- Serve as a liaison between the dental category and pertinent agencies on matters of deployment.
- Attend the Corps Readiness Workgroup (CReW) monthly meetings by the Chair and/or designee as determined by the Chair.
- Review reports provided at CReW meetings and from the PHS Readiness Coordinator to identify dental officers who have failed to meet basic readiness standards or who are projected to be in such a status for the next reporting period.
- Contact those dental officers identified as non-compliant (or projected to be) and provide assistance to achieve readiness.
- The Chair of the Readiness and Deployment Workgroup will submit a list to the DePAC Chair of dental officers who fail to meet readiness requirements two consecutive quarters. This list will then be forwarded to the Chief Dental Officer for follow-up and distribution to corresponding Agency leaders.

D. Communications Workgroup

1. Article I: Purpose

- The purpose of the Communications Workgroup (WG) is to provide a forum for communication between the Dental Professional Advisory Committee and the Dental Category of the U.S. Public Health Service.
- The primary communication tools being used by the WG are: (1) the USPHS Chief Dental Officer Newsletter; (2) Social Media (e.g. Facebook and Instagram), (3) the Dental Bulletin Board (DBB), an announcement-only mailing list; (4) the USPHS Dental Category website.

2. Article II: Objectives and Workgroup Activities

- Objectives
 - 1) Facilitate communication between the Dental Professional Advisory Committee and the individual USPHS dentists it represents.
 - 2) Explore, develop, and integrate communication tools to improve communication between DePAC and USPHS dentists.
- Workgroup Activities:
 - 1) **U.S. Public Health Service Chief Dental Officer Newsletter.** The newsletter is published at the Chief Dental Officer's discretion.
 - **Journalist:** The Journalists of the newsletter are responsible for soliciting newsletter articles, editing content, and submitting to the Newsletter Advisory Group. Journalists are appointed by the Communications WG Chair without a full DePAC vote. The term of service shall be two years with their respective terms staggered by one year if possible. The Lead Journalist is the primary person responsible for the overall progress of collecting quality articles in time for publication and reporting Newsletter updates at Communications WG and Newsletter meetings.
 - **Editor/Publisher:** The Editor and Publisher of the newsletter shall be the Chief Dental Officer of the U.S. Public Health Service. In the absence of a Chief Dental Officer or at the discretion of the Chief Dental Officer, the position of the chief editor/publisher will be delegated to a member appointed by the work group
 - **Newsletter Advisory Group:** After articles have been incorporated into the newsletter by the editor(s), a rough draft must be submitted to the Newsletter Advisory Group. This group consists of the Chief Dental Officer, the DePAC Chair, and the DePAC Vice-Chair. The newsletter will be published electronically after approval by this group.
 - **Mode of publication:** The newsletter will be emailed by the Chief Dental Officer to include PHS officers on the Listserv. Older editions can be obtained through contacting the Chief Dental Officer.
 - **Publication dates:** Dates may vary according to the Chief Dental Officer's discretion.
 - **Format:** The format of each newsletter is at the discretion of the Chief Dental Officer and includes a summary of upcoming events along with feature articles such as officer spotlight or clinical articles of interest. All newsletters published on the USPHS web page must be section 508 compliant.
 - **Article solicitation:** Articles for inclusion in the newsletter should be solicited

by the Journal as far in advance as possible. The Editor should attempt to solicit articles from as many different officers and agencies as possible. A priority will be placed on soliciting non-DePAC-related articles, i.e. agency spotlights, clinical articles, updates on infection control, highlight of deployment missions, etc.

- 2) **Social Media.** The Social Media Team will use currently available social media platforms (e.g. Facebook and Twitter) as a tool to improve communication within the category, with other USPHS Officers, and with the general public.
 - Social media (SM) will be used as a recruiting tool, a means to disseminate information regarding USPHS news, activities, and events; and to reiterate important information by providing links to public announcements posted on other government sites.
 - Develop, create, and maintain professional social media sites/pages/accounts for the Dental Category.
 - Review pertinent government policy regarding use of social media by government agencies to ensure the DePAC Social Media Standard Operating Procedure (SOP) document is current. SOP revisions require XC approval, not a full DePAC vote.
 - Maintain a current copy of the DePAC Social Media SOP on the DePAC website
 - Maintain oversight of all DePAC social media posts and messages.
 - The SM team will review and approve all postings on the social media site/account.
 - The appropriateness of messages to be posted will be verified.
 - All postings must be 508 Compliant or available in such format for viewing on an alternate and referenced site.
 - The DePAC Chair will be notified of any/all inappropriately identified content.
 - Inappropriate content will be promptly removed from the social media page or account.
 - The content of the site shall be archived to maintain federal record keeping as allowed by the social media channel.

All social media sites and accounts will be monitored by the SM team and updated based on a schedule set by the SM team but no less than 2 times per week. All Social Media team members shall maintain a Facebook account and other social media channels as they are developed in order to participate in site review. Electronic Communications via the USPHS Dental Bulletin Board.

3. **USPHS Dental Category Bulletin Board (DBB).**

The purpose of these guidelines is to establish policies and procedures for the USPHS Dental Category Bulletin Board (DBB).

- **Purpose:** The DBB is a moderated mailing list (announcements-only) available to USPHS dental health professionals, maintained by the National Institutes of Health Center for Information Technology, with an electronic address of dentalbulletinboard@list.nih.gov

- **Definitions:**
 - a) **LISTSERV List** – A list of subscribers’ names and email addresses that will receive announcements posted to the DBB. Only government email addresses are used for listserv subscription, no personal email addresses.
 - b) **Listsrv administrators** – The listsrv administrators are responsible for the day-to-day duties of managing the list, handling subscription/un-subscription requests, and verifying eligibility. They must be an active member of the Communication Workgroup or designated by the CPO.
 - c) **Private list** – The DBB is open only to certain subscribers; public health service dentists (see eligibility criteria) are eligible for inclusion. This is a means of access control.
 - d) **Closed list** – The DBB is not open to the public but is available only to members meeting specific criteria. Those interested in a subscription must submit a request which is reviewed by the listserv administrator, who then determines eligibility.
- **Eligibility for list subscriptions:**
 - a) **Who is eligible** - All PHS dentists and dental hygienists are eligible to subscribe to the Dental Bulletin Board. These dental health care professionals may be active duty Commissioned Corps dental officers, Civil Service dentists, and anyone else deemed eligible at the discretion of the Chief Dental Officer.
 - b) **Annually**, the list administrators will obtain the roster of dental officers in the PHS and ensure all are subscribed to the DBB listserv.
 - c) **Eligibility verification** – The list administrator(s) shall be responsible for verifying that people requesting subscriptions to the Dental Bulletin Board meet the criteria outlined above. Those failing to meet eligibility will not be added to the DBB listserv. In addition, if a subscriber later fails to meet eligibility criteria, he/she will be automatically un-subscribed.
- **Eligibility appeals** – Persons failing to meet the eligibility criteria may, at their discretion, appeal their ineligibility to the Dental Professional Advisory Committee (DePAC) by contacting a member of the DePAC executive committee (contact information available on the Dental Category web page)
- **Scope and Purpose of the Dental Bulletin Board:**
 - a. The Dental Category Bulletin Board (dentalbulletinboard@list.nih.gov) shall have the following features:
 - b. It will be formatted as an announcement-only list, allowing for quick and timely dissemination of information pertinent to the dental category members.
 - c. Announcements may include, but are not limited to: postings from the Chief Dental Officer of the USPHS, DePAC, and Commissioned Corps HQ job vacancies, pertinent personnel, administrative, and clinical issues.
 - d. The list administrator(s) will have the primary responsibility of handling subscription/un-subscription requests, solving delivery errors, and verifying eligibility.
 - e. Each subscriber shall have the capability to post messages provided that such messages adhere to the requirements of the list as determined by the

DePAC Chair or Listserv Administrators.

- **LISTSERV Standards of Conduct (Etiquette):**
 - a. Acceptable conduct – Subscribers to the Dental Category Bulletin Board (dentalbulletinboard@list.nih.gov) must adhere to the following principles:
 - b. All postings must demonstrate courtesy and consideration of others, as outlined in §73.735-301_ http://dcp.psc.gov/CCMIS/PDF_docs%5CStandards_May2004.pdf
 - c. Users should always try to answer the following questions before posting a message:
 - Who is getting the message?
 - How well do you know these people? Can you trust them not to forward your comments to someone else?
 - What is the worst thing that can happen to you if this message is used against you?
 - Have you removed extraneous information, such as copies of previous postings included in your e-mail?
 - d. All postings must comply with the U.S. Public Health Service Standards of Conduct (applicable to all PHS officers, whether retired, inactive, or on active duty including those on leave without pay). These standards are available for viewing at the Division of Commissioned Corps Personnel Home page (<https://dcp.psc.gov/ccmis>).
 - e. If a subscriber is unsure whether his/her e-mail announcement may be inappropriate, the points of contact for such inquiries and approval is the Communication Workgroup Chair.
 - f. The list should be used in a manner that does not constitute a violation of any tariff, regulation, treaty, or law (such as copyright laws).
 - g. The list should be used in a manner that does not contain threatening or obscene content.
 - h. The list should be used in a positive and cordial manner without personal attacks on any person, whether a subscriber or not.
 - i. Disciplinary actions: if a complaint is received and the list administrator(s) determine that the complaint is valid (i.e. the content of the message was in violation of the rules of etiquette), the administrator(s) will forward the complaint to the DePAC Chair for appropriate action. This may include a warning and/or referral for disciplinary action through the subscriber's chain of command

3) **USPHS Dental Category Website.**

- The Communications Workgroup Chair shall be responsible for oversight of the USPHS Dental Category website. This site shall be in compliance with section 508 and minimally include current DePAC membership, links to agency sites, and a biography of the Chief Dental Officer.
- **Webmaster:** Webmaster is responsible for programming, editing webpages, maintaining the Dental PAC website site, and ensuring all electronic documents are 508 Compliant. Webmasters work with Communication Workgroup Chair to ensure the contents on the website are current and

appropriate.

E. Membership Workgroup

1. Article I: Purpose

- The Membership Workgroup shall identify, collect and distribute all required information to maintain DePAC Voting membership to no more than 12 members and no less than 7 members annually and to conduct the ADA House of Delegates Delegate Selection Committee.

2. Article II: Objective and workgroup activities

- Nominations for DePAC Voting membership will be solicited annually May 1 to the 3rd Friday in June, and self-nomination forms (Attachment A) with nominee's supervisor approval will be accepted through the 3rd Friday in June, unless otherwise determined by the Executive Committee (XC).
- Nominations, self or otherwise, shall include a copy of the nominee's current curriculum vitae to aid in the selection process.
- The DePAC and the Chief Dental Officer (CDO) shall identify and discuss qualified candidates from the list of Nominees at the July DePAC meeting, unless otherwise determined by the XC.
- To prevent an appearance of conflict of interest, members up for membership renewal may be excused from participating in this review at the discretion of the DePAC Chair.
- A final list of nominees considered by the DePAC to be highly qualified, endorsed by their Supervisor and meet representational criteria in the DePAC Charter will be sent to the CDO by the second week in October, unless otherwise determined by the XC.
- The list will then be forwarded from the CDO to the Office of the Surgeon General (OSG) by October 30th for selection. The CDO will contact new DePAC Voting members informing them of their "conditional selection" while confirmed OSG approval is sought by the last Monday in November, unless otherwise determined by the XC.

3. Article III: ADA House of Delegates Delegate Selection Committee Background

- The Public Health Service (PHS) has two voting delegate positions and two alternate delegate positions in the House of Delegates of the American Dental Association. One voting delegate position is held by the Chief Dental Officer (CDO) of CC. The CDO selects his/her alternate delegate. The other voting delegate and the other alternate delegate are appointed by the CDO from the ADA membership of the CC constituent body of dentists every two years for a four year term. The appointed delegate serves for two years as an alternate delegate to the incumbent voting delegate, and then advances to the voting delegate position for two years.
- Terms:

- *The term “Delegate”* in the body of this document refers to a CC ADA delegate appointed by the CDO. , It does not refer to the Chief Dental Officer or his/her alternate delegate.
- *CC constituent body of dentists* refers to all CC ADA member dentists employed within the Public Health Service. CC dental officers may be stationed within the Department of Health and Human Services (DHHS) or on detail to other Departments, e.g., Department of Homeland Security (DHS); Department of Justice (DOJ). Civil service dentists must be employed by DHHS.

- **Section I: Organization**

The ADA Delegate Selection Committee for the CC Constituent operates under the direction (as a sub-workgroup) of the Membership Workgroup of the USPHS Dental Professional Advisory Committee (DePAC).

- **Section II: Purpose**

The responsibility of the Delegate Selection Committee (DSC) is to administer the process of selection of delegates to the American Dental Association House of Delegates. In carrying out its responsibilities, DSC operates in a staff capacity and does not substitute for line management or in any way exercise the prerogatives of the operating programs. While its members are chosen from the respective PHS agencies and organizations, they neither represent agency management nor speak for the agency. They do, however, represent the CC dentists who are ADA members. They are knowledgeable health professionals who represent a cross section of the interests, concerns, and organizations.

- **Section III: Composition and Responsibilities of the DSC**

1) *Composition:*

- The DSC shall be composed of 4 to 7 members including a Chair and a Co- Chair.
- The Chair and Co-Chair are appointed by, and serve, at the discretion of the DePAC Chair. The Membership Workgroup Chair shall serve as the DSC Chair.
- Remaining members will be selected by the Chair and Co-Chair to represent a wide range of agencies within the Public Health Service. If possible, the committee should include one or more former delegates. All members of the DSC must be either officers in the dental category of the U.S. Public Health Service Commissioned Corps, and must be an ADA member. CC dental officers may be stationed within DHHS or on detail to other Departments, e.g., DHS, DOJ.

2) *Responsibilities of the DSC:*

- Review and approve the list of perspective candidates for the position of delegate or provide information to the DSC Chair on the non-suitability of any candidate for the position of delegate to the ADA. In the event of a concern by any member of the DSC regarding the suitability of a candidate, the Chair will review the eligibility requirements and ensure that the candidate meets those requirements. Any candidate meeting the eligibility requirements will be given the opportunity to serve in the position.

- Assist in carrying out the duties of the DSC Chair when requested to do so by the DSC Chair or DePAC Chair.
- In the event multiple candidates are found equally suited by the DSC, the deciding factor will be rank/grade, with the officer holding the higher rank/grade being awarded the position. In the event that the candidates hold the same rank/grade, the candidate with the greatest length of service in DHHS will be awarded the position. For CC officers, service is considered time on active duty plus time in civil service within DHHS, after receiving a Doctor of Dental Medicine or Doctor of Dental Surgery degree.

● **Section IV: DSC Objectives & Activities**

The DSC is responsible for administering the process of selecting an individual to serve as the elected representative of all ADA member CC dentists, including both officers in the dental category of the U.S. Public Health Service Commissioned Corps as well as civil service dentists employed within the Public Health Service (herein referred to as the PHS constituent body of dentists). Through administration of this process the DSC will ensure the continuity of representation of the PHS dental corps and civil service dentists within the Public Health Service.

The DSC will carry out its responsibility through the following activities:

- 1) *Solicitation of Nominations.* The selection of the ADA Delegate and/or alternate shall occur every two years and be adequately publicized by the DSC and DePAC Membership Workgroup.
 - Every two years, between the months of October – December, the DSC will publicize the availability of the delegate position to the PHS constituent body of dentists and will provide instruction for nomination, including self-nomination. In addition to nominations of fellow officers by the PHS constituent body of dentists, nominations may also be made by the Chief Clinical Officers of the Bureau of Prisons, Indian Health Service, ICE Health Service Corps, and the Coast Guard. Nominations may also be made by Agency Leaders for HRSA, FDA, CDC, NIH and any other Public Health agency that dental officers are detailed to. Self-Nominations are also encouraged. Officers who self-nominate will be required to be endorsed by their Chief Clinical Officer or Agency Leader or Supervisor. Notification of nomination procedures will be carried out using the most expedient means available.
 - The deadline for receipt of nominations and self-nominations shall be the last day of December every two years, unless otherwise determined by the XC.
 - The Delegacy. All candidates for the PHS delegate to the ADA should be able to demonstrate a commitment to, an involvement in, and an ability to speak about the PHS in general and the dental category in particular, as determined by the DSC.
- 2) *Eligibility Requirements for the Office of Delegate.* Eligible candidates must meet the following requirements:
 - Be a dental officer on active duty in the U.S. Public Health Service with at least

- four years of service remaining from July 1 of the year in which s/he is selected.
 - Have no outstanding disciplinary issues.
 - Agree to serve a four-year term consisting of two years as an alternate delegate and two years as a voting delegate.
 - Hold, at minimum, the temporary grade of O-5 for a CC dental officer as of July 1 of the year the term of office begins.
 - Be a member in good standing of the American Dental Association.
- 3) *Term of Office.* The term of office of the delegate is four years, with two years as the alternate delegate, and the following two years as the voting delegate. The term of office will commence on July 1 of the year in which the delegate is selected. A delegate may serve only one four year term. Exceptions to this rule are under certain circumstances, a delegate may be asked to serve an additional year, or to substitute for a delegate at a caucus or House of Delegates session.
- 4) *Responsibilities of the Delegate.*
- Attend all sessions of the ADA House of Delegates during the four-year term of office.
 - Attend the ADA Fourth District Caucus, if possible, during each of the four years of the term of office. The caucus is held several months prior to the annual House of Delegates meeting; the location of the caucus rotates among the states and territories that constitute the ADA Fourth District.
 - Represent the position and the interests of the PHS constituent body of dentists, rather than individual interests.
 - Write an article for each issue of the Federal Dental News, as a representative of the PHS constituent body of dentists; the articles are authored by the voting delegate, with input from the alternate delegate.
 - Informing the PHS constituent body of dentists of important issues that will come before the ADA House of Delegates and soliciting input. The alternate delegate and the voting delegate will work together on this activity.
 - Providing a report in written (electronic or hardcopy) format to the PHS constituent body of dentists detailing the outcomes of issues relevant to public health that came before the ADA House of Delegates. The alternate delegate will assist the voting delegate in providing a summary of the important resolutions and the actions that were taken.
 - Work with the office of the CDO and the ADA to keep the PHS constituent body of dentists informed of issues that affect the professional practice of dentistry.
 - Inform the DSC Chair and Co-Chair with as much advance notice as possible of any situation that may prevent him/her from carrying out the duties of the position.
- 5) *Appointment.* The CDO is the selecting official and has the final approval for the ADA Delegate position.
- 6) *Contingency plans*
- **Single qualifying nominee.** In the event that only one qualified individual

is nominated, the DSC may appoint that individual to the position by acclimation.

- **No qualifying nominee.** In the event that no qualified individual is nominated, the DSC Chair, in concert with the CDO, will contact the outgoing delegate and ask him or her to accept the position of alternate delegate for one year. If the outgoing delegate is unable to accept the position, the DSC Chair will contact former delegates, beginning with the penultimate delegate and working backwards in a time-wise fashion with respect to their terms of office. In the event that no former delegate is able to accept the position of alternate delegate for one year, the DePAC Chair will solicit nominations from the chief dental officer of each program or agency, or, if there is no chief dental officer, from the senior dentist, of suitable candidates to fill the position. The DePAC Chair, with concurrence from the PHS Chief Dental Officer, will select an appropriate candidate for the one-year interim alternate delegate position. A new selection will be made between the months of October and February of the following year, unless otherwise determined by the XC. The newly selected delegate will serve a three year term, i.e., one year as alternate delegate, and two years as voting delegate. The name of the new delegate will be formally submitted by the CDO to the ADA for credentialing.
- **Voting delegate or alternate delegate unable to attend a House of Delegates annual meeting or a Fourth District Caucus.** The DSC will work with the office of the CDO to ensure appropriate representation at the Fourth District caucus. Priority request will be to former delegates, beginning with the most recent past delegate, and working backward in time, with respect to term of office. The DSC will work with the office of the CDO to ensure that the ADA and the Fourth District caucus host state or territory is informed in a timely manner of the substitution. If a voting or alternate delegate is unable to attend an ADA House of Delegates meeting, the same process will be followed, with the additional step that the name of the new delegate will be formally submitted by the CDO to the ADA for credentialing. If the voting delegate is unable to attend, the alternate delegate will assume the position of the voting delegate for that meeting, and the substitute delegate will serve as the alternate. Prior to the meeting, the substitute delegate will assist the voting delegate in sharing information about the substantive issues that will come before the Caucus or House and gain input from the PHS constituent body of dentists. Following the meeting, the substitute will assist the voting delegate in summarizing the important issues and outcomes and sharing the information with the PHS constituent body of dentists.
- **Member of the DSC self-nominates, or intends to self-nominate, or is nominated and agrees to serve in the delegate position.** A member of the DSC who determines that he/she would like to serve in the delegate position will inform the DSC Chair immediately upon making this decision. The DSC member will be recused from activities from the time of nomination until the decision is made known, and will remain recused until the new delegate is named.

- **Section V: DSC Meetings**

1. *Frequency of Meetings.* Meetings of the DSC will be held as needed. Because the main activity of the DSC occurs every two years, meetings will take place between the months of October to February, on a biennial basis. Communication among the DSC will be handled through the most efficacious means available, including electronic mail and telecommunication.
2. *Records and Reporting.* The DSC will announce the election results to the PHS constituent body of dentists through the most efficacious means available, including printed and/or electronic newsletters and/or listservs. The DSC will also report the election results to the DePAC and to the office of the Chief Dental Officer. The DSC will maintain a permanent file of the official election results. The DSC will work with the office of the Chief Dental Officer to ensure that the name of the new delegate is transmitted in a timely manner to the appropriate office at the American Dental Association.

4. Article IV: Attachments

- Attachment A: Self-Nomination Form for DePAC Membership can be found on Page 36 of this document.

F. Recruitment Workgroup

1. Article I: Purpose

- The purpose of the DePAC Recruitment Workgroup is to make recommendations to DePAC regarding items that pertain to recruitment of USPHS Dental Officers and the standards to which new officers are appointed.

2. Article II: Objectives & Activities

- Support and maintain communication between the DePAC and the Recruitment Branch of the Division of Commissioned Corps Personnel and Readiness (DCCPR).
- Act in a liaison role between the Recruitment Branch of DCCPR and DePAC.
- Analyze the recruitment processes and related data of the USPHS Dental Corps in relation to other Uniformed Services Dental Corps.
- Submit pertinent recruitment information to the newsletter editor for publishing, e.g. articles or resources.
- Disseminate pertinent recruitment information via the Dental Bulletin Board, e.g. USPHS Dental Officer Vacancy List.
- Identify opportunities for recruitment activities and facilitate the utilization of those opportunities, e.g. professional meetings, dental school job fairs, and dental residency contacts.
- Facilitate cross category collaboration on recruitment efforts through all PAC recruitment groups.
- Investigate additional methods available to establish and maintain a fully staffed and qualified dental corps.

- Regularly maintain the recruitment pages of the Dental Category website to ensure that all links are functional and all documents are accurate and up to date.

G. Retention and Mentoring Workgroup

1. Article I: Purpose

- The purpose of the Dental Professional Advisory Committee (DePAC) Commissioned Corps Retention/Mentoring Workgroup is to provide a mechanism for transferring the accumulated career knowledge and experience of senior officer mentors to junior officer protégées and make recommendations to Chief Professional Officer /DePAC on items that reflect the retention of USPHS Dental Officers.
- To promote officer wellness in nurturing work/life balance, including harmonizing family needs with USPHS career.
- To provide career guidance with special attention to the provision of assistance with working toward meeting promotion precepts.

2. Article II: Objectives & Activities

- Perform duties as assigned by the DePAC Chief Professional Officer and Chair.
- Continuously monitor the Dental Corps of the USPHS and Associate Dentists in relation to other uniform services dental corps.
- Actively recruit mentors and protégés and provide each newly commissioned dental officer with a mentor from within his/her agency but outside his/her chain of command where possible.
- Develop and maintain the Mentoring Database for tracking mentor and protégée participants, mentor/protégée pairings, and evaluations.
- Evaluate the mentoring program with routine monitoring of program effectiveness.
- Update the content of the Mentoring web pages on the DePAC website.
- The Dental Category Resource Manual and Mentoring Guide are living documents to be updated on the DePAC website as needed.
- Provision of monthly updates to the Tips & Tricks Column on the DePAC webpage or distribution via the Dental Bulletin Board Listserv.
- Recruit active participation in bi-annual Mentoring Conference Calls.
- Research and analyze work environment/agency opportunities that will benefit retention and facilitate the utilization of those opportunities.

H. Public Health Workgroup

1. Article I: Purpose

- The mission of the Dental Professional Advisory Committee (DePAC) Public Health Workgroup is to educate and advocate for public health issues that affect the oral health of those served by the U.S. Public Health Service dental officers.

2. Article II: Objectives & Activities

- Act as a resource to DePAC and USPHS for dental public health topics.
- Develop and communicate current dental public health evidence based best practices and recent breakthroughs in the field.
- Arrange presentations on public health topics
- Develop papers on a current public health topic annually
- Support the Surgeon General's activities and priorities.
- Promote cooperation and communication among dentists in the USPHS and public health professional organizations.
- Encourage individual membership in and involvement with public health societies and professional organizations in order to promote open communication with non-PHS colleagues.
- Perform duties as assigned by the USPHS Chief Dental Officer and DePAC Chair.
- This listing of functions is not all-inclusive and additional functions may be added in the future.

I. Minority Initiatives Subcommittee

1. Article I: Purpose

- The Minority Initiatives Sub-Committee (MIS) provides advice and consultation to the Dental Professional Advisory Committee (DePAC) on issues related to the professional practices and personnel activities of Civil Service and Commissioned Corps minority dental professionals. In carrying out its responsibilities, MIS operates in a staff capacity and does not substitute for line management or in any way exercise the prerogatives of the operating programs. While its members are chosen from the respective PHS agencies and organizations, they neither represent agency management nor speak for the agency. They are knowledgeable health professionals who represent a cross section of the interests, concerns, and organizations staffed by PHS personnel.

2. Article II: Objectives

- Identify and facilitate resolution of issues of concern as they relate to PHS minority dentists and their professional areas.
- Assess PHS personnel needs and assist in meeting those needs through activities in recruitment, training, utilization, and recognition of minority dentists.
- Develop position papers, statistical reports, and/or guidelines where appropriate, to advise and comment on matters relating to the personnel issues and professional practices of minority dentists.
- Promote the development and utilization of minority professionals by the PHS and other governmental programs.
- Promote cooperation and communication among minority dentists and professional organizations.

- Act as a liaison for minority dentists within and among PHS components.
- Provide representatives from MIS to other DePAC subcommittees to assure that minority issues are addressed within those committees.

3. Article III: Functions & Activities

- Provide to DePAC general advice and recommendations:
 - 1) Review and comment on issues referred to the MIS by the DePAC
 - 2) Deliberate issues, develop finds, and present recommendations to the DePAC.
- Act as a resource to DePAC for career development of minority dental professionals.
 - 1) Advise on Commissioned Corps and Civil Service (CC/CS) career development.
 - 2) Advise on issues related to PHS promotion practices and, for commissioned officers, assimilation into regular corps of minorities.
- Provide advice and assistance to DePAC on staffing issues as they related to minorities:
 - 1) Assess and project need for minority representation for dental staff levels both CC/CS throughout PHS.
 - 2) Provide advice on the goals, objectives, and procedures designed to meet PHS staffing needs.
 - 3) Provide guidance for recruitment of minority candidates to the short-term student affiliation programs (COSTEP, summer students, etc.).
 - 4) Develop and/or review and critique, category-specific PHS recruitment materials, procedures, and programs.
 - 5) Help establish networks of current, as well as former PHS minority professionals, who can assist and facilitate recruitment activities.
- Communicate and encourage appropriate use of awards/recognition systems.
- Serve as a communication link and information resource:
 - 1) Communicate through DePAC CC/CS dental professional staff important information concerning professional, ethical, technical, or personnel management issues relating to minorities.
 - 2) Encourage individual membership in and involvement with other professional organizations in order to promote open communications with non-PHS colleagues.
 - 3) Ensure the distribution of minutes and/or other materials development by the MIS to DePAC.
- This listing of functions is not all inclusive and additional functions may be added in the future.

J. Women's Initiatives Subcommittee

1. Article I: Purpose

- The Women's Initiatives Subcommittee (WIS) provides advice and consultation to the Dental Professional Advisory Committee on issues related to the professional practices and personnel activities of Civil Service and Commissioned Corps women dentists. In carrying out its responsibilities, WIS operates in a staff capacity and does

not substitute for line management or in any way exercise the prerogatives of the operating programs. While its members are chosen from the respective Public Health Service agencies and organizations, they neither represent agency management nor speak for the agency. They are knowledgeable health professionals who represent a cross section of the interests, concerns, and organizations staffed by the PHS personnel.

2. Article II: Objectives & Activities

- Identifying and facilitating resolution of issues of concern as they relate to PHS women dentists and their professional areas.
- Assessing PHS personnel needs and assisting in meeting those needs through activities in recruitment, training, utilization, and recognition of women dentists.
- Developing position papers, statistical reports, and/or guidelines where appropriate, to advise and comment on matters relating to the personnel concerns and professional practices of women dentists.
- Promoting the development and utilization of women professionals by the PHS and other government programs.
- Promoting cooperation and communication among women dentists and professional organizations.
- Promoting all aspects of women's health throughout the agencies and programs in PHS.
- Providing liaison among women dentists within and among PHS components.
- Providing representatives from WIS to other DePAC workgroups to assure that women's concerns are addressed within those committees.

3. Article III: Functions of the WIS

- Provide to DePAC general advice and recommendations.
 - 1) Review and comment on issues referred to the WIS by the DePAC.
 - 2) Deliberate issues, develop findings, and present recommendations to the DePAC.
 - 3) Provide advice on the relationship of women in the dental category (i.e. providing nominations for DePAC, promotion boards, OSG workgroups, etc.).
 - 4) Develop initiatives to support women dentists and address their unique concerns.
 - 5) Provide advice on women's personnel and health care issues.
- Act as a resource to DePAC for career development of women dentists.
 - 1) Advise on CC/CS career development.
 - 2) Advise on operating practices concerning the appropriate/optimum use of women; personnel to meet PHS needs and the needs of the individual.
 - 3) Advise on issues relate to PHS promotion practices and, for CC officers, assimilation into regular corps.
 - 4) Identify both continuing and long-term intramural/extramural educational needs for women dentists and identify and recommend training and/or experience

opportunities designed to meet those needs in concert with the career development workgroup.

- Provide advice and assistance to DePAC on staffing issues as they relate to women.
 - 1) Assess and project need for women representation for dental staff levels both CC/CS through PHS.
 - 2) Develop and/or review and critique category-specific PHS recruitment materials, procedures, and programs.
 - 3) Help establish networks of current and former PHS women professionals who can assist and facilitate recruitment activities.
 - 4) Provide guidance to PHS recruiters concerning the recruitment of qualified women dental candidates.
 - 5) Assist the career development workgroup in the development of orientation materials for newly hired women dentists and provide advice/recommendations concerning orientation programs.
- Communicate and encourage appropriate use of awards/recognition systems.
 - 1) Maintain cognizance of the existing CS/CC officer award programs and opportunities and review their application to women dentists.
 - 2) Identify, establish, and help administer special professional discipline-specific awards in support of women's representation.
- Serve as a communication link and information resource:
 - 1) Communicate through DePAC CC/CS dental professional staff important information concerning professional, ethical, technical, or personnel management issues relating to women.
 - 2) Encourage individual membership in and involvement with women's societies and professional organizations in order to promote open communications with non-PHS colleagues.
 - 3) Ensure distribution of minutes and/or other materials developed by the WIS to DePAC.
- This listing of functions is not all-inclusive and additional functions may be added in the future.

V. Operations and Procedures

A. Operational Year of the Dental Professional Advisory Committee

The DePAC operational year shall be from January 1 through December 31. Newly elected officers and newly appointed members will begin their term in January of the operational year.

B. Procedures

1. Meetings

- Pursuant to the DePAC Charter (Section X - "meetings will held at a minimum once

per quarter or more frequently as the DePAC deems appropriate”), the DePAC meets on a monthly basis, with the possible exceptions of the month of the COA meeting and during the holiday period of November/December. Dates for the monthly meetings are determined by the Chief Dental Officer and DePAC Chair. The Chair is responsible for securing the appropriate conference call line for the scheduled meetings. The Chief Dental Officer is requested by the DePAC to provide the conference call funding for the monthly DePAC meeting.

- **Agenda:** The Chair will develop the agenda in conjunction with the Chief Dental Officer and the Vice Chair. The Chair and/or the Executive Secretary will make available to the DePAC members the agenda and appropriate background material prior to the meeting. Agenda items shall include reports from the Chief Dental Officer, the Chair, the Vice Chair, Subcommittee and Workgroup Chairs, and other items as appropriate, e.g., guest speakers, ad hoc committee reports, new business, etc.
- **Records and Reports:** week prior to the monthly DePAC meeting.
- **Quorum:** Pursuant to the Charter (Section X), a quorum consists of 50 percent of the DePAC’s voting membership.
- **Voting:** Where voting is required or appropriate, action will be determined by simple majority of the voting members present.
- **Attendance:** DePAC members are expected to be present at all meetings via teleconferencing. Failure to attend three or more meetings per three year term without just cause will result in expulsion from the DePAC. Also, failure to attend six or more meetings per three year term, excused or unexcused, will be justification for removal from DePAC at the discretion of the DePAC Chair and Chief Dental Officer.

2. Basic Readiness of DePAC Members

- All commissioned Officer DePAC nominees and current members must meet current Corps’ policies for officers, to include but not limited to Corps-wide Readiness requirements. Commissioned Officer nominees will not be considered for DePAC membership if they do not meet current Corps Readiness requirements from the time of the application deadline through the time they are approved by the Office of the Surgeon General for PAC approved.
- DePAC may request, at the discretion of the DePAC Chair, that RedDOG check member basic readiness status at any time during a term. At the discretion of the Chief Dental Officer, failure to meet basic readiness status MAY result in actions to include probationary status, suspension, or removal from DePAC.

Attachment A:

DENTAL PROFESSIONAL ADVISORY COMMITTEE (DePAC) SELF-NOMINATION FORM

Three-year term

The Dental Professional Advisory Committee (DePAC) is seeking nomination for X positions for voting membership for three-year terms.

The Dental Professional Advisory Committee (DePAC) provides advice and consultation to the Surgeon General and the Chief Dental Officer on professional and personnel issues related to the Dental Category. Members are required to be available for the scheduled meetings during the three-year term. Meetings are typically held via teleconference.

Qualified candidates will be identified primarily through nominations by the DePAC, the Chief Dental Officer, and self-nominations. Candidates may be Commissioned Corps officers (CC) and Civil Service (CS) Dentists working within DHHS/DHS/DOJ. Candidates must receive initial approval and subsequent support from their immediate supervisor* and for the Coast Guard agency liaison approval is needed. DePAC members are selected to represent Public Health Service user agencies, field and headquarters locations, CS employees and CC, based upon the nominee's commitment to public health activities. The Surgeon General makes final approval for DePAC membership.

All CC candidates must meet current Corps policies to include, but not limited to, Corps-wide readiness requirements from the time of the application deadline through appointment and subsequent one-year DePAC term. DePAC may request RedDOG to check member basic readiness status at any time during a term.

Nominees, by virtue of their application, agree to attend monthly DePAC meetings (in person or by phone) and actively participate in ongoing DePAC activities, including membership and leadership of one or more subcommittees or workgroups.

Required Endorsement/Recommendation

*Please have your Supervisor directly e-mail a statement to the Membership Workgroup Chair (email address) stating support of your involvement in DePAC activities.

[Sample statement: "I support the DePAC nomination for (officer's name)"]

****Coast Guard Officers:** Please note different chain of command prior to requesting your Agency Liaison to send statement of recommendation.

1. Discussion with immediate supervisor for endorsement
2. SDE/Regional Practice awareness and endorsement
3. HSWL SC SDE awareness and approval
4. CG-112 program manager

Self-Nomination Form

I am interested in serving on the DePAC for a 3-year term beginning January 20XX. I have included a copy of my current curriculum vitae** and have completed the table below.

**All Commissioned Corps candidates must submit their full CV (not just the CV summary) and use the approved Dental Category CV format. Failure to comply with the established CV format will result in the disqualification of your self-nomination.

For Commissioned Officers: I affirm that I currently and will continue to meet all Commissioned Corps' standards and requirements and understand that non-compliance can result in actions to include probation, suspension, or removal from DePAC.

ALL CANDIDATES please complete table below:

Candidate Name	
Address	
Address (line 2)	
City	
State	
Zip	
Phone	
Fax	
E-mail	
Agency	
Supervisor's Name	
Supervisor's E-mail address	
Supervisor's Phone	

Each year there are a limited number of seats available on the DePAC Voting Committee with numerous applications from outstanding dental officers. We highly encourage resubmitting a self-nomination form next year if not selected.

Have you submitted a DePAC self-nomination form in the past?

If yes, please list the years in which you have submitted.

Please directly enter or cut and paste your responses. Ample space will become available.

1. Briefly describe your interest in DePAC and describe any previous experiences, level of involvement, and significant impact you had on any DePAC workgroups or non-DePAC committees.
2. Briefly describe any exceptional performance of duty during your Public Health Service Career.
3. List specific examples that display your ability to be innovative and creative.

4. What leadership skills and career experiences can you bring to DePAC that will be helpful as a Voting member?
5. List examples of your dedication to the Public Health Service and its goals.

Please rank from #1 to #10 the subcommittees and workgroups that you are most to least interested in being involved in, with #1 being the most interested:

Rank order of preference (rank all)	Subcommittees/Workgroups (SC/WG)
	Awards WG
	Communications WG
	Membership WG
	Retention and Mentoring WG
	Minority Initiatives SC
	Readiness & Deployment WG
	Recruitment WG
	Public Health WG
	Women’s Initiatives SC

Please return complete packet (including CV) electronically by the close of business (COB) on **June XX, 20XX** to:

DePAC Membership Chair (name) **AND** DePAC Membership Co-Chair (name)