

United States Public Health Service Commissioned Corps

Health Services Category

Readiness Subcommittee

Standard Operating Procedure (SOP)

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ARTICLE I

Readiness Subcommittee Goals

1. Review the Readiness Subcommittee's charge and identify ways to align the mission of the Subcommittee to better meet the needs of the Health Services Professional Advisory Committee (HSPAC).
 - a. Update the Charge of the Subcommittee to meet current needs of the Health Services PAC
 - b. Identify and initiate additional projects for the Subcommittee
2. Achieve a 1% increase in basic readiness rates of Health Services Officers (HSOs) by the end of each fiscal year.
 - a. Identify barriers and constraints for HSOs to achieve basic readiness
 - b. Identify strategies to help HSOs overcome barriers and constraints in achieving basic readiness
 - c. Leverage resources available to assist HSOs in achieving basic readiness
 - d. Proactively engage all HSOs and assist them with meeting Basic Readiness standards
3. Work with the HS PAC Communications Subcommittee to ensure the information on the [HS PAC Readiness Subcommittee website](#) is current and accurate.

ARTICLE II

Readiness Subcommittee Structure

The HS PAC Readiness Subcommittee is split into two focus areas, **Readiness Communication** and **Readiness Outreach**, comprising of eight (8) Readiness Workgroups. Activities done under these focus areas will be done by the respective Workgroups.

Communications

1. Readiness Lecture Series Workgroup
2. Readiness Policy and Procedures Workgroup
3. Readiness Newsletter Workgroup
4. Readiness Website Workgroup

Outreach

5. Advanced Readiness Workgroup
6. Basic Readiness Outreach Workgroup
7. Call to Active Duty (CAD) Workgroup
8. Email Corrections Workgroup

ARTICLE III

Readiness Subcommittee Membership:

1. Readiness Subcommittee members are volunteers from within the pool of the HS PAC.
2. Readiness Workgroup members are volunteers from within the pool of the HS PAC Readiness Subcommittee members.
3. Readiness Subcommittee members will only be considered for a Certificate of Appreciation at the end of the operational year if they are considered active in the subcommittee. Active membership is defined as having individually contributed to the activities and mission of the subcommittee by providing leadership to one of more workgroups, or through direct and specific contributions as a workgroup member or general member of the subcommittee at large.
4. The Readiness Subcommittee members will be queried at the end of each calendar year, to determine membership status in the subcommittee and/or workgroup.

ARTICLE IV

Workgroup Lead Responsibilities

1. The Workgroup Lead should allow for the rotation of workgroup members from within other HSO Readiness Workgroups as terms expire, and offer membership to other Readiness Subcommittee members.
2. The Workgroup Lead should also allow the opportunity for other Readiness Subcommittee members to rotate into a leadership role.
3. The Workgroup Lead will maintain a roster of their workgroup members.
4. The Workgroup Lead will designate responsibilities among workgroup members based on the needs of the Readiness Subcommittee.
5. The Workgroup Lead shall keep track of “active” workgroup members (i.e., members who are actively participating in the workgroup) and will be responsible for submitting their names to the Readiness Subcommittee Chair(s) during the 4th quarter of the operational year. (* see above definition of active membership)
6. Member terms are for at least one calendar year, and may be renewed, as necessary, at the discretion of the Workgroup Lead (may be done during the SOP review) and the Readiness Subcommittee Chair(s).
7. The Workgroup Lead is expected to attend all meetings and submit or delegate submission of the monthly Workgroup report to the Executive Secretary.

ARTICLE V

Workgroup-Specific SOPs:

SECTION 1: READINESS COMMUNICATIONS

1. Readiness Lecture Series Workgroup

A. Charge

To advance and sustain Health Services Officers (HSOs) knowledge and understanding of readiness through lectures and educational materials and provide the officers the right tools and information to maintain readiness at all times.

B. Purpose

The purpose of the Readiness Lecture Series Workgroup is to develop a curriculum that is aimed at educating HSOs on various areas of readiness and optimize the preparedness of HSO to serve effectively in USPHS missions.

C. Responsibility

The Readiness Lecture Series Workgroup is responsible for the following:

1. To provide a forum to prepare HSOs for emergency response through readiness trainings.
2. To create a quarterly readiness lecture series, readiness information (e.g. handouts, presentations, informational sheets), and other communications as needed.
3. To prepare materials for every lecture series (as required).
4. Perform other duties as identified by the HS PAC Readiness Subcommittee Chair and Co-chair.

D. Membership Roles and Responsibilities

1. Workgroup Lead:
 - a. Set annual agenda for workgroup
 - b. Coordinate all workgroup activities in consultation with Co-Lead
 - c. Chair workgroup meetings
 - d. Complete SOP in consultation with Co-Lead
2. Co-Lead (if applicable)
 - a. Coordinate workgroup activities in consultation with Lead
 - b. Enforce target dates in conjunction with Workgroup Lead
 - c. Schedule and maintain written records for workgroup meetings
 - d. Assume additional duties as assigned by Lead
3. Workgroup Members
 - a. Carry out workgroup activities as directed by Lead/Co-Lead

E. Procedures

1. Conduct monthly meetings to plan activities of the workgroup
2. Select speakers for various topical areas for the Quarterly Lecture Series. Coordinate these lectures and hold at least one per quarter

3. Create and submit educational opportunity announcements via USPHS listservs (e.g., HS PAC, JOAG) to include lecture series opportunities for both presenters and participants
4. Maintain and update the [HS PAC Readiness Subcommittee website](#) educational resources to include documents/presentations pertinent to the education/lecture series for distribution to the HS PAC as needed that promote the readiness advancement of HSOs

F. Associated Forms and Additional Resources

1. Speaker's Certificates of Appreciation ([Appendix A](#))
2. Speakers Planning/Timeline Check-list ([Appendix B](#))

2. Policy and Procedures Workgroup

A. Charge

To create standard operating procedures (SOPs) in collaboration with the Subcommittee and Workgroups Leadership. To collaborate with the Subcommittee's Workgroups to provide technical support in the maintenance and review of their respective SOPs.

B. Purpose

The responsibility of the Policy and Procedures Workgroup is to ensure that all HS PAC Readiness Subcommittee workgroups and their constituent members are adequately informed of their respective functions

C. Responsibility

The Policy and Procedure Workgroup coordinates SOP review among the various workgroups within the HSO Readiness Subcommittee. The Workgroup will provide procedural guidance for the various Readiness Workgroups regarding membership, and the process and frequency of standard operating procedure development and review.

D. Membership Roles and Responsibilities

The Policy and Procedures Workgroup is responsible for the following:

1. Workgroup Lead:
 - a. Determine defined milestone dates for SOP review, submission and signature
 - b. Coordinate all Workgroup activities in consultation with Co-Lead (if applicable)
 - c. Mediate SOP review and completion with the Readiness Subcommittee Chair and Co-Chair
 - d. Facilitate Policy and Procedures Workgroup meetings
 - e. Provide SOP guidance as appropriate
2. Co-Lead (if applicable)

- a. Mediate and coordinate workgroup activities in consultation with Lead
 - b. Enforce milestone dates in conjunction with workgroup Lead
 - c. Schedule and maintain written records for workgroup meetings
 - d. Assume additional duties as assigned by Lead
3. Workgroup Members
- a. Carry out workgroup activities as directed by Lead/Co-Lead

E. Procedures

Annual Standard Operating Procedure Review:

1. The Policy and Procedures Workgroup is responsible for initiating the review of HS PAC Readiness Subcommittee standard operating procedures at the beginning of each calendar year, and provides a timeline when the review needs to be accomplished.
2. The Policy and Procedures Workgroup will maintain a roster of Readiness Workgroup Leads
3. Each Readiness Subcommittee Workgroup Lead will be responsible for the annual review of their respective workgroup's standard operating procedure
4. The Policy and Procedures Workgroup will direct the revision and review of the subcommittee SOP and collate all workgroup SOP updates into one comprehensive document at the end of the review
 - a. Workgroup Lead will set agenda and milestone dates for operation year:
 - i. Draft submission
 - ii. Draft collation and review
 - iii. Subcommittee Chair/Co-Chair Draft Review
 - iv. Edits and Changes
 - v. Collation/Secondary Review
 - vi. Secondary Edits/Changes (if applicable)
 - vii. Subcommittee Chair/Co-Chair review
 - viii. Signatures and completion
 - b. Workgroup Lead/Co-Lead will construct a draft SOP template for each workgroup to complete.
 - c. Workgroup Lead/Co-Lead will contact other Workgroup Leads and provide the SOP template requesting a draft completion date based on previously identified milestones.
 - d. Workgroup Leads will coordinate with their respective workgroups to develop a draft SOP for submission to the Policy and Procedures workgroup Lead/Co-Lead.
 - e. Policy and Procedures workgroup members will collate and review all workgroup

SOPs and make editorial changes to correct for grammatical errors and syntax. Collated SOP will be submitted to Lead/Co-Lead for Review.

- f. Policy and Procedures Lead will submit the collated and reviewed draft SOP to the subcommittee Chair/Co-Chair for initial review.
- g. If revisions are needed to a Workgroup SOP, the Policy and Procedures Workgroup Lead/Co-Lead will coordinate editorial changes and revisions with the other workgroup leads.
- h. Workgroup Leads will coordinate with their respective workgroups to administer changes to their respective sections and submit final changes to the Policy and Procedures workgroup Lead/Co-Lead.
- i. Policy and Procedures workgroup members will perform a second review for grammatical errors and syntax and submit final draft to the Policy and Procedures workgroup Lead/Co-Lead.
- j. Policy and Procedures Lead will submit the collated and reviewed draft SOP to the Subcommittee Chair/Co-Chair for initial review.
- k. If accepted, the Subcommittee Chair, Co-Chair and Policy and Procedures Workgroup Lead will sign and date the final SOP electronically* and note the current version and date.

*Under development: e-files will be stored at max.gov, subject to change.

F. Associated Forms and Additional Resources:

1. [Health Services Category Standard Operating Procedure](#) (Supplement to HS PAC Charter & Bylaws), 6 April 2012
2. [Health Services Professional Advisory Group Bylaws](#)

3. Readiness Newsletter Workgroup

A. Charge

To provide HSOs with relevant and updated information on the USPHS Readiness standards through the HSO Newsletter and the HS PAC Listserv.

B. Purpose

To provide updated information, links and reminders about basic readiness

C. Responsibility

The responsibility of the Readiness Newsletter Workgroup is to ensure a relevant message on basic readiness is submitted weekly and on time for incorporation into the HSO Newsletter and Readiness Gazette. The workgroup is responsible for:

1. The Readiness Corner in the HSO Newsletter
2. The Readiness Gazette
3. As needed, stand-alone Readiness Announcements on the HS PAC Listserv
4. Collaborating with the Readiness Website Workgroup to ensure Basic Readiness Websites are up-to-date

D. Membership Roles and Responsibilities

1. The Readiness Workgroup Lead/Co-lead schedules workgroup meetings and reports to the Readiness Chair/Co-Chair
2. The Workgroup Lead/Co-Lead creates the yearly schedule of Readiness Topics. Topics should be relevant to the USPHS Basic Readiness standards and be aligned with the proximity to RedDOG's quarterly Basic Readiness checks
3. The Co-Lead supports the Readiness Newsletter Workgroup Lead, as needed
4. A Workgroup Reviewer is responsible for reviewing the workgroup topic write-ups submitted by the workgroup members
5. Workgroup Members write the Readiness topics assigned to them by the Workgroup Lead or Co-Lead, and meet all Workgroup Lead deadlines

E. Procedure

1. At the beginning of the year, a weekly writing schedule is determined by the Workgroup Lead and Co-lead.
2. Workgroup members are tasked with writing assignments for the year.
3. A workgroup member should be assigned as a reviewer. Workgroup members should be familiar with the seven basic readiness topics and how to access readiness information. Each workgroup member will be briefed on the seven (basic) readiness topics.
4. Workgroup members are coached by the WG Lead and/or Co-lead on writing expectations.

5. Workgroup members responsible for writing each submission are encouraged to include their names in the document for recognition.
6. The RedDOG Down-to-Basics document and HS PAC Readiness Committee links are to be hyperlinked and included with each weekly announcement.
7. In the event that a “hot topic” arises, the weekly schedule and assignments will be revised to accommodate the needs of the HSO Basic Readiness Committee.
8. After a topic is written by a workgroup member, it should be submitted to the Readiness Workgroup Reviewer.
9. The reviewer will then forward to the Lead and Co-lead for final review, and the WG Lead/Co-lead will forward to the Chair of the Readiness Subcommittee for review.
10. Meetings are held monthly with the workgroup members.
11. Writing about Basic Readiness requirements should be consistent and should always emphasize the following seven (7) Basic Readiness requirements:
 - a. Five-Year Medical Exam
 - b. Annual Physical Fitness Test (APFT)
 - c. Basic Life Support (BLS)
 - d. Deployment role
 - e. Immunizations
 - f. Licensure/Certification
 - g. Readiness Courses/Training Modules

F. Associated Forms and Additional Resources

1. RedDOG Down to Basics: https://dcp.psc.gov/CCMIS/RedDOG/Forms/Basic_Readiness_Checklist.pdf
2. HS PAC Basic Readiness website: <https://dcp.psc.gov/osg/hso/sub-readiness-reqts.aspx>

4. Readiness Website Workgroup

A. Charge

To update and maintain the content of the HSO Readiness Website. The Workgroup will serve as the POC between the HS PAC Readiness and Communications Subcommittees to ensure the website remains up-to-date and user-friendly.

B. Purpose

The Readiness Website Workgroup is tasked with drafting content for the Subcommittee Chair’s review, completing the required website update form, and following-up to

confirm web changes were incorporated into the website as requested and described in the website update form.

C. Responsibility

The Readiness Website Workgroup is responsible for maintaining and updating the various HS PAC Readiness Subcommittee websites, including the:

1. [HS PAC Readiness Home](#) (e.g., subcommittee charge, roster)
2. [Readiness Requirements](#) (e.g., basic readiness sites)
3. [USPHS Response Teams](#)
4. HS PAC Readiness Resource
 - a. USPHS Uniform Resources
 - b. Readiness Presentations
 - c. Readiness Gazettes

D. Membership Roles and Responsibilities

1. Workgroup Lead/Co-Leads:
 - a. Finalize all updates
 - b. Obtain clearance from the Subcommittee Chair
 - c. Collaborate with the Web Masters to request and confirm updates
2. Workgroup Members:
 - a. Perform duties as assigned by Lead/Co-Lead

E. Procedure

1. Review of the Website on a Quarterly Basis
 - a. Identify and list all individual website links in the Readiness Subcommittee
 - b. Distribute the links across volunteer membership of the workgroup and request that each tasked volunteer carefully review the website to ensure it has zero typographical errors, and that the information is current
 - c. Each volunteer will compile issues and return them to the workgroup leadership within the stipulated deadline. If no errors are found, volunteers should confirm via email
2. Developing Update Requests
 - a. Workgroup leadership will compile all edits identified by the volunteer membership and attach the compilation of edits onto the website request form email
 - b. Email will not be sent until Subcommittee leadership approves of all changes
3. Reviewing and Approving Update Request
 - a. Workgroup leadership will review all proposed changes
 - b. Workgroup leadership will then submit the proposed changes to the Subcommittee Chair and Co-Chair for review and approval

4. Submitting Update Request
 - a. Complete the required [HSO Website Request Form](#), with emphasis on clearly describing all changes that are being requested.
 - b. Email form to hsopac.web@gmail.com, with copy to Subcommittee Chair. Once Webmaster has confirmed that all changes have been made, review the live website to confirm updates

F. Associated Forms and Additional Resources

1. [HSO Website Request Form](#) (See Quick Links on the right – Maintained by the Communications Subcommittee)

SECTION 2: READINESS OUTREACH

1. Advanced Readiness Workgroup

A. Charge

1. To identify existing training courses that:
 - a. Apply to all HSOs
 - b. Are discipline-specific
2. To identify training gaps
3. To create standards/criteria by which an HSO can obtain “**Advanced Readiness**” certification
4. To create an HSO-specific deployment guide

B. Purpose

To provide a framework under which HSOs can increase their deployment capabilities, so they can better serve the Corps and the communities we serve. This framework will also help each HSO increase his/her technical capabilities (as defined by the officer’s respective PAG), leadership, and management skills, thereby making him/her stronger asset to his/her agency.

C. Responsibility

Under development

D. Membership Roles and Responsibilities

1. Workgroup Lead/Co-Lead:
 - a. Identify Workgroup Participants
 - i. Volunteers interested
 - ii. Representation from each PAG

- b. Convene regular meetings
- c. Maintain regular communication with the workgroup participants

2. Workgroup Members

- a. Be present at regular meetings
- b. Participate as requested by Workgroup Lead

E. Procedures

Under development

F. Associated Forms and Additional Resources

Under development

2. Basic Readiness Outreach Workgroup

A. Charge

To increase the readiness status of HS PAC members by proactively engaging HSOs following quarterly basic readiness checks, intermittent readiness checks, and on an as-needed basis.

B. Purpose

To proactively encourage and assist HSOs with maintaining a basic level of readiness.

C. Responsibility

1. Maintain, monitor and responds to all inquiries submitted to the HS PAC Basic Readiness inbox (usphs.hso.readiness@gmail.com)
2. Proactively reach out to offer assistance and information to HSOs who are found or projected to not meet basic readiness standards based on results from the RedDOG's quarterly Basic Readiness analysis, both projected and adjudicated.
3. Perform targeted outreach to HSOs two (2) quarters from having an expired 5 Year Medical Examination.

D. Membership Roles and Responsibilities

1. Workgroup Lead:

- a. Set annual goals and deadlines for Workgroup
- b. Coordinate all Workgroup activities and schedules in consultation with Co-Lead
- c. Along with Co-lead, monitor and promptly respond to all Readiness inquiries submitted through the HS PAC Readiness inbox and follow-up with Officers, as needed
- d. Facilitate workgroup meetings
- e. Provide SOP guidance as appropriate

2. Workgroup Co-Lead

- a. Coordinate workgroup activities and schedules in consultation with Lead
 - b. Enforce goals and milestones in conjunction with Lead
 - c. Working with Lead, monitor and promptly respond to all Readiness inquiries submitted through the HS PAC Readiness inbox and follow-up with officers, as needed
 - d. Additional Duties as assigned by Lead
3. Workgroup Members
- a. Perform Basic Readiness mail merge and e-mail blast
 - b. Monitor HS PAC Readiness Subcommittee Inbox (usphs.hso.readiness@gmail.com) for messages from officers with questions or concerns regarding their readiness status
 - c. Carry out additional workgroup activities as directed by the Workgroup Lead/Co-Lead

E. Procedure

1. Obtain projected basic readiness results from Readiness Subcommittee Chair and/or Workgroup Lead – between RedDOG quarterly checks and leading up to the official readiness check.
2. Obtain adjudicated quarterly basic readiness results – approximately 2 weeks after the Basic Readiness quarterly cut-off date.
3. After receipt of either projected or adjudicated basic readiness results utilize the Basic Readiness Outreach mail merge to notify the individuals who are projected to not meet (after projected results) or have not met (after adjudicated results) readiness standards. (See HSO_Readiness_Mail_Merge_Template.xlsm for instructions).
 - a. Update and prepare email templates for Basic Readiness mail merge, if necessary prior to sending mail merge
4. The officer scheduled to monitor the HS PAC Readiness Subcommittee e-mail account will respond to emails from officers with questions or concerns regarding their readiness status.
 - a. The officer on schedule must forward all “undeliverable” e-mails to the Email Corrections Workgroup (hso.readiness.emails@gmail.com)

F. Associated Forms and Additional Resources.

1. Readiness, Down-to-Basics Checklist
https://dcp.psc.gov/CCMIS/RedDOG/Forms/Basic_Readiness_Checklist.pdf
2. Readiness Mail Merge Template Spreadsheet ([Appendix C](#))

3. Readiness Mail Merge Template Letter – Basic Readiness Results ([Appendix D](#))
4. Readiness Mail Merge Template Letter – Projected Basic Readiness Results ([Appendix E](#))

3. Call to Active Duty (CAD) Workgroup

A. Charge

To increase the readiness status of the HS PAC by proactively engaging newly Call to Active Duty (CAD) HSO's during the first year of active duty.

B. Purpose

The HS PAC Readiness Subcommittee CAD Workgroup advises recently called to active duty commissioned officers to ensure that the new officers achieve basic readiness within the first 12 months of active duty. This SOP covers the methods by which HSO CADs will be identified, the responsibilities of those reaching out to the CADs, the content officers will relay to the CADs, how often CADs will be contacted, and by what method.

C. Responsibility

To provide readiness support for all new CAD officers in the HSO category.

D. Membership Roles and Responsibilities

1. Workgroup Lead:
 - a. Set annual agenda for workgroup
 - b. Determine defined milestone dates
 - c. Coordinate all workgroup activities in consultation with Co-Lead (if applicable)
 - d. Liaise with HS PAC and CAD POC at the Division of Commissioned Corps Personnel and Readiness
 - e. Mediate SOP review and completion with the Readiness Subcommittee Chair and Co-Chair
 - f. Chair workgroup meetings
 - g. Provide ad hoc SOP guidance as appropriate
2. Co-Lead (if applicable)
 - a. Mediate Coordinate workgroup activities in consultation with Lead
 - b. Enforce milestone dates in conjunction with workgroup Lead
 - c. Schedule and maintain written records for workgroup meetings
 - d. Assume additional duties as assigned by Lead
3. Workgroup Members
 - a. Carry out workgroup activities as directed by Lead/Co-Lead
 - b. Roster will be assigned rotating monthly responsibilities for outreach to new CADs

E. Procedure

1. HSO CADs identified by CAD Workgroup liaison to USPHS Commissioned Officer Training Academy (COTA). A list of HSO CADs per each Officer Basic Course (OBC) provided to CAD Workgroup prior to the start of OBC.

SUSPENSE DATE: On or about 15th of each month

Current DCCPR CAD POC: LCDR Alexander Amankwah
(240) 453-6073
alexander.amankwah@hhs.gov

2. CAD Workgroup Members will be assigned on a rotating basis to HSO CADs for outreach purposes. Number of new HS CADs in a given month determines the number of CAD Workgroup Members “activated” to carry out the activities outlined below. Based on existing CAD rate, 1-2 CAD Workgroup Members per month should suffice to support outreach and continued monitoring of new HS CADs.
3. Within one month post-OBC, the CAD Workgroup officer will reach out to the newly commissioned officer by email or phone to introduce himself/herself and describe readiness requirements ([Appendix F](#)). Positive Contact shall be considered direct response to the initial outreach. Once established, new CADs may elect to “opt out” of further communications.
4. The CAD Workgroup Member and the newly commissioned HSO CAD will arrange a schedule of frequency of communication (e.g., once per month), and will establish goals for when each readiness requirement will be achieved. The CAD Workgroup officer will offer to answer any questions the new officer has related to readiness.
5. According to the frequency of communications established above (or until that time when the new CAD satisfies all requirements for Basic Ready status, whichever comes first), the CAD Workgroup officer will reach out to the newly commissioned HSO to check on the officer’s readiness status and answer any questions the officer might have. The method in which the officers communicate will be determined by the new officer-CAD Workgroup officer pair.
6. The CAD Workgroup Member will inform the Readiness Subcommittee of progress regarding the new officers at least once per month as part of their update to Readiness Subcommittee leadership. At one year post-commissioning of the new officer, the CAD Workgroup officer will report metrics to Readiness Subcommittee leadership including how many new HSOs commissioned during the year and how many of these have achieved basic readiness within one year post-commissioning ([Appendix G](#)). Additional information: The CAD Workgroup officer and newly commissioned HSO should discuss goals and a timeline for achieving basic readiness. The new

officer should fully understand that basic readiness is required at one year post-commissioning.

F. Associated Forms and Additional Resources.

1. [Commissioned Corps Personnel Manual CC26.1 Personnel Instruction 8 – PHS Readiness Standards](#)
2. [Commissioned Corps Personnel Operations Memorandum 15-004 Annual Physical Fitness Test \(APFT\) – Revised](#)
3. [Readiness and Deployment Operations Group \(RedDOG\) pamphlet READINESS – Down to Basics.](#)

4. Email Corrections Workgroup

A. Charge

To confirm all Health Services Officers have a valid email address in Direct Access to ensure HSOs are receiving all communications from Direct Access.

B. Purpose

The Email Corrections Workgroup is part of the HS PAC Readiness Subcommittee. The workgroup is specifically tasked with proactively contacting all HSOs who may have an invalid email in Direct Access.

C. Responsibility

1. Contacting HSOs who have an “undelivered” email address
2. Collaborating with the Basic Readiness Outreach Workgroup to collect “undelivered” emails received during email merges
3. Maintain tracking for reporting purposes, including emails sent, numbers active communications with Officers, and when possible, number of emails corrected.

D. Membership Roles and Responsibilities

1. Workgroup Lead:
 - a. Set annual agenda for workgroup
 - b. Determine defined target dates to contact HSOs who may have an invalid email in Direct Access
 - c. Coordinate all workgroup activities in consultation with Co-Lead
 - d. Chair workgroup meetings
 - e. Complete SOP in consultation with Co-Lead
2. Co-Lead (if applicable)
 - a. Coordinate workgroup activities in consultation with Lead
 - b. Enforce target dates in conjunction with workgroup Lead

- c. Schedule and maintain written records for workgroup meetings
 - d. Assume additional duties as assigned by Lead
3. Workgroup Members
- a. Carry out workgroup activities as directed by Lead/Co-Lead

E. Procedures

1. The Email Corrections Workgroup is responsible for developing and implementing a system for proactively contacting all HSOs who may have an invalid email in Direct Access.
2. Obtain spreadsheet of HSO officers Direct Access emails from the RedDOG readiness results. Spreadsheet can be obtained from the Readiness Subcommittee Chair and/or the Basic Readiness Outreach Workgroup Lead.
3. On an annual basis, establish a baseline of incorrect email addresses in Direct Access by sending out a “Test-No Action Required” email blast to all HSO officers.
 - a. Use email addresses from the latest Basic Readiness Results data
 - b. Email blast should include emails in the BCC line – note, this may require multiple emails to accommodate all email addresses
 - c. Emails sent from the hso.readiness.emails@gmail.com account
4. In response to the “Test-No Action Required” email blast, workgroup members are to contact those officers who do not have a correct email in Direct Access.
 - a. Use “Invalid Email Template” (See Section F below)
 - b. Attach the “Self Service – Email Addresses” guide to email. This guide provides officer’s step-by-step instructions to successfully update their email address in Direct Access (See Section F below)
5. Quantify how many officers are being contacted and who have updated their Direct Access email due to blast. This should be done by looking up officers on the next quarter’s Basic Readiness results spreadsheets. Monitor email addresses that are invalid so all HSO officers can be reached.
6. Collaborate with the Basic Readiness Outreach Workgroup to create processes for being notified of future incorrect emails. Subsequent email blast should be sent in response to outreach by the Basic Readiness Outreach Workgroup.
7. The Email Corrections Workgroup Chair or designee will provide a report to the Readiness Subcommittee at least once per month as part of their update to Readiness Subcommittee leadership. This is typically done during the monthly HS PAC Readiness Subcommittee conference call.

F. Associated Forms and Additional Resources

1. Email Corrections Workgroup Invalid Email Template Letter ([Appendix H](#))
2. [Self Service - Email Addresses](#)
This guide provides step-by-step instructions to successfully update their email address in Direct Access.

Appendices

1. Appendix A:
Speaker's Certificates of Appreciation



Certificates of
Appreciation Template

2. Appendix B:
Speakers Planning/Timeline Check-list



Timeline
Checklist.docx

3. Appendix C:
HSO Readiness Mail Merge Template



HSO_Readiness_Mail
_Merge_Template.xlsx

4. Appendix D:
Readiness Mail Merge Template Letter – Basic Readiness Results



Readiness Mail Merge
Template Letter Basic

5. Appendix E:
Readiness Mail Merge Template Letter – Projected Basic Readiness Results



Readiness Mail Merge
Template Projected B&

6. Appendix F:
Initial Email Communication Template



Initial Email
Communication Templ

7. Appendix G:
Annual Data Report Example



Annual Data Report
Example

8. Appendix H:
Email Corrections Workgroup Invalid Email Template Letter



Invalid Email
Template.docx