



**HEALTH SERVICES
PROFESSIONAL ADVISORY COMMITTEE (HSPAC)**
Multidisciplinary in Approach, Connected by Service, Advancing Public Health

HSPAC Policy and Procedures Subcommittee



**Health Services Professional Advisory Committee
(HSPAC) Bylaws**

2019

HEALTH SERVICES PROFESSIONAL ADVISORY COMMITTEE (HSPAC) BYLAWS

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Article I: Purpose of the HSPAC

In accordance with the HSPAC Charter, the HSPAC was created by the Surgeon General of the United States (SG). Its primary purpose is to advise and serve the SG, through the Health Services (HS) Category Chief Professional Officer (CPO), on issues relating to the Commissioned Corps (CC) officers of the HS Category. The HSPAC provides similar advisory assistance to the HS CPO and, upon request and through the HS CPO, to the Operating Divisions (OPDIVS) or Staffing Divisions (STAFFDIVS) of the United States Department of Health & Human Services (HHS), and to interagency partners to which HS officers may be stationed.

Article II: Eligibility and Membership

Section 1: Voting Member (VM) Eligibility Requirements

HSPAC VMs must be full-time active duty CC officers in the HS Category. In addition, all HSPAC VMs must meet Commissioned Corps Headquarters (CCHQ) basic readiness standards and be in good standing with their Agency (acceptable performance, no adverse actions, etc.) at the time they are nominated and selected as HSPAC VMs. These requirements remain in effect throughout an officer's term of service as an HSPAC VM.

Officers must not concurrently serve as an HSPAC VM and an HSPAC Professional Advisory Group (PAG) VM.

Section 2: Personnel Assigned to the Office of the Assistant Secretary for Health (OASH)

Staff from the Office of the Assistant Secretary for Health (OASH, to include Office of the Surgeon General) may serve on the HSPAC, provided they recuse themselves from voting on issues and decisions that may have the appearance of a conflict of interest with respect to their duty assignments. VMs stationed in OASH will be allowed to vote on issues that do not appear to create a conflict of interest.

Section 3: Size of the HSPAC

The HSPAC has 20 VMs. The HSPAC attempts to rotate on and off approximately one-third of the voting membership each year. Each HSPAC VM will serve as the Chair or Co-Chair of one of the eleven HSPAC Subcommittees, with additional Subcommittee Chair/Co-chair positions being filled by non-voting members, who must also be HS Category officers. Both HSPAC VMs and non-voting members will be informed in writing by the HSPAC Chair of their Subcommittee assignments.

Section 4: Representation

The HSPAC will make a concerted effort to have an all-inclusive diversity in its membership. Participation shall be encouraged from across government agencies, to provide a range of experiences necessary to address issues affecting the HSPAC. Consideration will also be given to diversify range of rank among the VMs.

HSPAC participation shall be promoted from members whose regular duty station is geographically removed from the National Capital Region (NCR) (e.g., Washington,

DC, Northern Virginia, Suburban Maryland) and Atlanta, Georgia. Provisions will be made, such as teleconferencing, to enable VMs to participate in meetings.

Section 5: Professional Discipline Composition

To the extent possible, the HSPAC will have VMs from both Clinical and Non-Clinical disciplines. Clinical disciplines for the HS Category are: Dental Hygiene, Medical Lab Science, Optometry, Physician Assistant, Psychology and Social Worker. Non-clinical disciplines for the HS Category are: Basic and Applied Science, Healthcare Administration, Health Information Technology and Public Health.

Section 6: Ex-officio Members of the HSPAC

The HS CPO is a non-voting ex-officio member of the HSPAC throughout their four-year term as HS CPO. The former HSPAC Chairperson serves one (1) additional year as a non-voting ex-officio member of the HSPAC.

Section 7: Liaisons

The HSPAC Chair and/or HS CPO may identify and appoint officer(s) to serve in a liaison capacity to communicate and coordinate activities between HSPAC and other groups (e.g., JOAG, SOC, COA/COF Board, AMSUS, PAGs, PACE, et al)¹.

Article III: Terms of Appointment, Attendance and Removal from Position

Section 1: Term Length

HSPAC VMs are selected for a three-year term, beginning on January 1st of their first year and ending on December 31st of their third year. Terms will be established to ensure that approximately one-third of HSPAC VM terms expire annually. An HS officer may serve a lifetime total of six years as a VM. Terms may not be served sequentially (minimum of one year break).

The HSPAC Chair serves a one-year term, beginning on January 1st and ending on December 31st. The details on the nomination and election process for the HSPAC Chair are provided in Article V, while details on the nomination and selection of HSPAC VMs are provided in Article VI.

Section 2: Attendance at Official HSPAC Meetings

HSPAC VMs are required to attend a majority (at least fifty-percent or greater) of official HSPAC meetings to remain in good standing. Official HSPAC meetings include VM leadership and All-Hands meetings, as well as ad hoc meetings requested by the HSPAC Chair. HSPAC VMs may attend meetings in person, by telephone, or by videoconference. If a VM cannot attend an official meeting, they are expected to have an alternate attend in their place (typically their Alternate Voting Member, if one is appointed), as well as notify the HSPAC Chair, HSPAC Executive Secretary or Executive Recorder—ahead of time, in writing—of the upcoming absence.

¹ JOAG: Junior Officer Advisory Group; SOC: Senior Officer Consortium; COA/COF: Commissioned Officers Association/Commissioned Officers Foundation; AMSUS: Association of Military Surgeons of the United States; PACE: Prevention Through Active Community Engagement

Section 3: Removal of an HSPAC Voting Member

An HSPAC VM may be asked to resign for any of the following reasons:

- non-attendance at more than 50% of official HSPAC meetings without a pre-approved absence
- non-performance of assigned tasks from HSPAC Chair
- non-performance of the VM's Subcommittee responsibilities
- not maintaining Basic Readiness status, in accordance with CCHQ guidelines

Any requests for HSPAC VM resignations will be made at the discretion of the HSPAC Chair, in consultation with the HS CPO. The Office of the Surgeon General (OSG) will also be consulted and informed of the reasons for the HSPAC VM's resignation request.

Section 4: Removal of HSPAC Chair

The HS CPO may choose to remove the HSPAC Chair at any point in time, in consultation with and concurrence by the OSG. If the HSPAC Chair is removed, or is otherwise unable to serve their term, the HSPAC Chair-Elect will serve as the acting Chair until the end of the term. If no HSPAC Chair-Elect currently exists, the HS CPO will appoint one of the current HSPAC VMs to be the acting HSPAC Chair for the remainder of the term.

Article IV: Lines of Succession and Vacancies, HSPAC Voting Members

Section 1: Lines of Succession, HSPAC Voting Members

In an effort to ensure the HSPAC assists in the development of the future leaders of the HS Category, HSPAC VMs may elect to appoint an Alternate Voting Member (AVM) for their position within the HSPAC. HSPAC Subcommittee volunteers with a history of excellent performance and experience are the most likely candidates for selection as HSPAC AVMs.

HSPAC AVMs:

- Serve in a non-voting member status on the HSPAC;
- May not serve as a Chair, Co-chair or Team Lead on any HSPAC Subcommittee;
- May not serve as a VM on an HS Professional Advisory Group (HSPAG);
- Must obtain supervisory approval prior to becoming an AVM;
- Must meet and maintain USPHS basic readiness requirements throughout their time as an HSPAC AVM.

All documentation on the appointment of an HS officer as an HSPAC AVM will be submitted to and maintained by the HSPAC Membership Subcommittee. Each HSPAC VM is responsible for the training and development of their HSPAC AVM.

While serving as an HSPAC AVM may provide an officer with insight and experience in to the roles and responsibilities of an HSPAC VM, it is noted that serving as an HSPAC AVM does not, in and of itself, guarantee an HS officer future selection as an HSPAC VM.

Last, appointment of an HSPAC AVM does not remove an HSPAC VM from their requirements to attend official HSPAC meetings (Article III, Section 2), nor does it remove an HSPAC VM from the possible repercussions of non-attendance at official HSPAC meetings (Article III, Section 3).

Section 2: Vacant HSPAC Voting Member Positions During the Operational Year

Should the need arise to fill a vacated HSPAC VM position during the operational year, the vacancy will normally be allowed to remain unfilled until the next HSPAC VM nomination and selection cycle. Alternately, the HSPAC Chair, with consultation from the HS CPO, may appoint an HS officer to temporarily fill that HSPAC VM vacancy until the beginning of the next cycle. Such temporary appointments will come with full HSPAC VM privileges and expectations, just as if the officer had been appointed to a standard three-year term, with the understanding that the appointment is temporary in nature and will not confer any additional HSPAC VM privileges or expectations beyond the expiration of that year's term.

Article V: HSPAC Chair-Elect Nomination and Election Process

HSPAC Executive Committee will annually solicit nominations for the HSPAC Chair-Elect position. All nominees must be current HSPAC VMs. Self-nominations are acceptable, as are nominations from fellow HSPAC VMs. Nominees submit their packages to the HSPAC Executive Committee, comprised of HSPAC Chair, Executive Secretary and Recorder, which in turn forwards all nominee packets to HSPAC VMs for their review. Nominees are also expected to present their vision and goals for the HSPAC during an HSPAC VM meeting.

After all nominees have made their presentations to the HSPAC Voting Membership, HSPAC VMs send their votes for the HSPAC Chair-Elect position to the HSPAC Executive Committee, who then tallies all votes and sends the results to the HS CPO for review and concurrence.

To the greatest extent possible, the HSPAC Chair-Elect should be elected as early in the calendar year as possible, so that the Chair-Elect may shadow the current HSPAC Chair and provide for a smooth transition to the next term. If the HSPAC Chair-Elect is selected a full calendar year ahead of time, the Chair-Elect will serve that year as the Co-Chair of the Policy & Procedures Subcommittee. If the Chair-Elect is selected during a calendar year, the Chair-Elect will continue to serve in his or her current HSPAC Subcommittee role.

If the HSPAC Chair-Elect will become the HSPAC Chair during the second or third year of their HSPAC VM term, the officer will serve in a non-voting capacity during their operational year as the HSPAC Chair, and then in a non-voting ex-officio capacity in the subsequent year.

The HSPAC Chair-Elect officially transitions to their role as HSPAC Chair on January 1st.

Article VI: HSPAC Voting Member Nomination and Selection Process

The HSPAC Membership Subcommittee will annually solicit nominations for projected HSPAC VM vacancies from within the HS Category. Self-nominations are accepted, as are nominations submitted by a fellow HS officer. The HSPAC Membership Subcommittee will screen application packets before submitting all qualified applications to the HSPAC Voting Membership for review and scoring.

Once all scores are received from HSPAC VMs, the HSPAC Membership Subcommittee tabulates and organizes applicant scores, with the list of top qualified candidates then presented to the HS CPO and HSPAC Chair for review and concurrence, followed by HSPAC VMs for final concurrence. The final selection list of HSPAC VM nominees is forwarded to OSG for approval and appointment by the Surgeon General. The HSPAC Membership Subcommittee maintains a standard operating procedures (SOP) document which describes the HSPAC Voting Member application and selection process in greater detail.

The HSPAC VM nomination and selection process will be conducted so that the final nomination package is available for the SG's consideration no later than October 31st of each calendar year.

Article VII: Duties of Select HSPAC Positions

Section 1: HSPAC Chair

The HSPAC Chair is responsible for the overall guidance and leadership of the HSPAC. The Chair serves as a non-voting member of the HSPAC but may cast vote only when it is necessary to break a tie. The Chair's duties and responsibilities include, but are not limited to:

- Ensure the mission, goals, objectives and functions of the HSPAC are accomplished;
- Lead HSPAC meetings and work with the HSPAC Executive Secretary/Executive Recorder to coordinate meeting agendas and agenda topics;
- Serve as a non-voting ex-officio member of the HSPAC during their year as Chair, as well as the subsequent year;
- Monitor all HSPAC Subcommittees' activities at the planning and strategic levels;
- Appoint HSPAC Voting Members to HSPAC Subcommittee Chair and Co-chair leadership positions;
- Appoint HSPAC Liaisons;
- Act as the custodian of the HSPAC governing documents (e.g., charter, Bylaws and all other pertaining documents)
- Upon request, attend various USPHS meetings with the HS CPO (OSG, OASH, CPO Board, CCHQ, etc.);

- Consult with HS CPO on matters related to professional activities and personnel issues affecting HS officers;
- Attend meetings with OSG and stakeholders, as requested, to discuss issues related to the HS Category;
- Consult and liaise with CCHQ, with and through the OSG and HS CPO, on policies which may affect HS officers;
- Collaborate with other PACs and other USPHS partners, as necessary;
- Represent the HSPAC at professional organizational meetings, as necessary.

Section 2: HSPAC Chair-Elect

The primary duty of the HSPAC Chair-Elect is to acquaint him/herself with the ongoing business of the HSPAC and the duties of the HSPAC Chair to ensure a smooth transition when the Chair-Elect assumes the office of Chair. The Chair-Elect will assist the Chair in the execution of HSPAC business as described throughout this document. These duties include representing the Chair at the HSPAC meetings or HSPAC-related meetings in their absence and actively participating with the Chair in fulfillment of the HSPAC mission.

Section 3: HSPAC Executive Board (EB)

The HSPAC EB acts as a steering committee for the operations of the HSPAC by serving in an advisory capacity to the HSPAC Chair and, by extension, the HS CPO.

The HSPAC EB is responsible for:

- Providing feedback to HSPAC leadership on key issues related to the broad operations of the HSPAC;
- Assisting in the development of the HSPAC strategic plan;
- Identifying key HSPAC stakeholders for strategic plan execution;
- Approving new initiatives that help to further the mission of the HSPAC;
- Helping to identify topics of discussions for HSPAC and HS Category leadership meetings (e.g., HSPAC All-Hands, VM leadership, HSPAC leadership).

HSPAC EB is comprised of:

- HSPAC Chair;
- HSPAC Chair-Elect;
- HSPAC Executive Secretary;
- HSPAC Executive Recorder;
- HSPAC Communications Subcommittee Chair;
- Policy and Procedures Subcommittee Chair;
- Clinical HSPAC Representative;
- Non-Clinical HSPAC Representative.

Current HSPAC Chairs will nominate officers as candidates for the Clinical and Non-clinical HSPAC Representative positions, with final selection being made by the members of the HSPAC EB.

Section 4: HSPAC Executive Secretary

The HSPAC Executive Secretary serves a key role in the overall functioning of the HSPAC. Under the direction of the HSPAC Chair and in concert with the HSPAC Executive Recorder, the HSPAC Executive Secretary works to ensure information is managed within the HSPAC, as well as between the HSPAC and its stakeholders.

Reporting directly to the HSPAC Chair, the HSPAC Executive Secretary has responsibility for HSPAC-related correspondence involving the HSPAC Chair or Chair-Elect. In addition, the Executive Secretary is responsible for organization and facilitation of official HSPAC meetings, as well as assisting the HSPAC Chair with orientation of new HSPAC Voting Members to their duties and responsibilities. Other duties may be assigned to the Executive Secretary by the HSPAC Chair.

In recognition of the volume of work required by the Executive Secretary, the HSPAC Chair may elect to appoint a Deputy Executive Secretary to assist the Executive Secretary. Both the HSPAC Executive Secretary and Deputy Executive Secretary positions must be filled by HS officers, are appointed in writing by the HSPAC Chair, and may not be filled by current HSPAC Voting Members. An officer serving as an HSPAC Executive Secretary or Deputy Executive Secretary may elect to work a second consecutive year in either position, at the discretion of the incoming HSPAC Chair.

Section 5: HSPAC Executive Recorder

The HSPAC Executive Recorder also serves a key role in the overall functioning of the HSPAC. As noted above, the Executive Recorder works in concert with the Executive Secretary—through the HSPAC Chair—to ensure the management of information within the HSPAC and also for HSPAC exterior stakeholders. The Executive Recorder has the responsibility to maintain accurate meeting minutes and attendance of official HSPAC meetings. In addition, the HSPAC Executive Recorder assists the HSPAC Executive Secretary with the setup and running of official HSPAC meetings via teleconference, video teleconference or other digital media platform. Other duties may be assigned to the HSPAC Executive Recorder by the HSPAC Chair.

In recognition of the volume of work required by the Executive Recorder, the HSPAC Chair may elect to appoint a Deputy Executive Recorder to assist the Executive Recorder. Both the HSPAC Executive Recorder and Deputy Executive Recorder positions must be filled by HS officers, are appointed in writing by the HSPAC Chair, and may not be filled by current HSPAC Voting Members. An officer serving as an HSPAC Executive Recorder or Deputy Executive Recorder may elect to work a second consecutive year in either position, at the discretion of the incoming HSPAC Chair.

Article VIII: Health Services Chief Professional Officer

Section 1: Relationship to the HSPAC

Health Services Chief Professional Officer shall be a non-voting ex-officio member of the HSPAC. The CPO is a four (4) year appointment by order of the SG.

As noted in Article I, the HSPAC was chartered by the SG and serves in an advisory capacity to the SG, through the HS CPO. In the case of these Bylaws, all references to the SG should be interpreted to also include the OSG.

As such, all correspondence with the OSG will first be sent to the HS CPO for review and prior approval. In addition, HSPAC correspondence which is directed to CCHQ, all HSPAG leadership, or the entire HS Category, will also be submitted to the HS CPO for review and prior approval. Day-to-day correspondence of a minor nature with individual officers, individual PAGs, and the like need not be reviewed and approved by the HS CPO, but the HSPAC Chair and HS CPO should nevertheless maintain a close working relationship to maximize each party's knowledge of current HS Category operations.

Article IX: Operations and Procedures

Section 1: Operational Schedule

The HSPAC begins its operational year on January 1st and ends its operational year on December 31st. Any changes to this operational schedule will be reported to OSG.

Section 2: Procedural Rules During Official HSPAC Meetings

The general procedure of official meetings of the HSPAC will follow a modified version of "Roberts Rules of Order, Newly Revised", insofar as they do not conflict with any provisions of the HSPAC Charter or Bylaws.

Section 3: Amendments and Revisions to HSPAC Bylaws

The HSPAC Bylaws will be reviewed, and potentially revised, every operational year. The HSPAC Policy and Procedures Subcommittee bears primary responsibility for HSPAC Bylaws revisions.

General amendments to the HSPAC Bylaws must be proposed in writing by a current HSPAC Voting Member. HSPAC Voting Members will be provided at least five (5) business days to review any proposed amendments prior to a vote. Voting on HSPAC Bylaws amendments may be accomplished by verbal vote, via electronic mail, or confidential online survey. Amendments are adopted with a simple majority vote. Adopted amendments are incorporated into the Bylaws immediately after ratification of voting, although the Bylaws themselves may not be re-published at that time. The HSPAC Policy and Procedures Subcommittee bears responsibility for tracking and incorporation of all amendments to the HSPAC Bylaws.

Section 4: Official HSPAC Meetings

Official HSPAC meetings will be held at regular intervals at the discretion of the HSPAC Chair, in consultation with the HS CPO and the HSPAC EB. All meeting agendas will be available at least five (5) business days prior to the meeting, with the HSPAC Executive Secretary and Recorder having responsibility for agenda dissemination.

The HSPAC Executive Secretary and Executive Recorder must be present at each official HSPAC meeting, along with the HSPAC Chair and Chair-Elect (if one has been elected). Other meeting invitees (HSPAC VMs, HSPAG Chairs, et al) may also be required to attend meetings.

HSPAC leadership meetings will not begin without the existence of a quorum, which will consist of at least fifty-percent attendance by all required meeting attendees (not including the HSPAC Chair, Chair-Elect, Executive Secretary and Executive Recorder). HSPAC AVMs representing an absent HSPAC VM will count towards a quorum.

Section 5: Records of HSPAC Proceedings

Official HSPAC meetings will be recorded whenever possible, with that recording serving as the official meeting minutes. Recorded meetings will not be subject to any motions for approval.

In the event an official HSPAC meeting is unable to be recorded, the HSPAC Executive Recorder will be responsible for taking meeting minutes and sending those minutes to the HSPAC Chair within two (2) weeks' time. The HSPAC Chair will ensure the HS CPO has an opportunity to review the written minutes prior to disseminating them to the HSPAC VMs for their review. HSPAC VMs will then have two (2) weeks to provide any corrections or comments for the meeting minutes. A motion to approve and post the written meeting minutes will be proposed by the HSPAC Chair at the next occurrence of that particular HSPAC meeting (the next All Hands meeting, the next HSPAC VM meeting, et cetera). The meeting minutes will be approved if an HSPAC Voting Member seconds the motion.

Both written meeting minutes and recordings of meetings will be the responsibility of the HSPAC Executive Recorder, who will ensure they are provided to the appropriate parties for posting to the appropriate website(s).

Article X: HSPAC Subcommittees

Section 1: Addition or Deletion of an HSPAC Subcommittee

The following steps should be taken in order to add or delete an HSPAC Subcommittee:

- A current HSPAC VM or the HS CPO identifies to the HSPAC Chair that they would like to propose the addition or deletion of an HSPAC Subcommittee;
- The HSPAC Chair will then work with the HSPAC EB to fully understand the proposal, as well as prepare the agenda and supporting materials for the follow-on HSPAC VM meeting where the proposal will be discussed;
- During the HSPAC VM meeting, the HS CPO or HSPAC VM who would like to propose the addition or deletion will formally make their motion, which will be recognized by the HSPAC Chair;
- The HS CPO or HSPAC VM will then make their presentation or state their opinion regarding the Subcommittee in question to the meeting attendees;

- Voting will then take place regarding the motion and may be accomplished by verbal vote, via electronic mail, or confidential online survey;
- Last, the motion will pass with a simple majority vote and will be incorporated into the HSPAC Bylaws at the next opportunity.

Section 2: Analytics Subcommittee

The HSPAC Analytics Subcommittee has the following responsibilities:

- Provide data analytic capabilities in such a way as to inform the targeted audience as to the nature of the Category; officers, mentors, mentees, supervisors, senior leadership within the Category, the Department of Health and Human Services, and non-HHS organizations which may employ HS officers.
- Liaise with representatives from both the HSPAC and HSPAGs to ensure data collected by stakeholders is appropriately structured, is non-duplicative in nature, and is treated with appropriate safeguards to protect personally identifiable information (PII).
- HSPAGs will provide a supportive and/or content expertise to the HSPAC Analytics Subcommittee;
- Maintain an SOP detailing all of the Subcommittee's operations and procedures.

Section 3: Awards Subcommittee

The HSPAC Awards Subcommittee has the following responsibilities:

- Maintain an inventory of all HSPAC and specific HSPAG Awards;
- Administer the following awards:
 - CAPT Stanley J. Kissel Award: Given annually to an outstanding senior HS officer; Current HSPAC VMs are ineligible for the Kissel Award
 - CAPT Joseph Garcia, Jr. Award: Given annually to an outstanding junior HS officer; Current HSPAC VMs are ineligible for the Garcia Award
 - HS Responder of the Year Award: Given annually to an outstanding HS officer with regards to their response to critical public health events and incidents; Current HSPAC VMs are eligible for the HS Responder of the Year Award
 - Excellence in Mentorship Award: Given annually to an HS officer who exhibits outstanding mentorship qualities; Current HSPAC VMs are not eligible for the Excellence in Mentorship Award
 - US Army Medical Service Corps Award of Excellence: Given to junior officers from the Army, Navy, Air Force, and Public Health Service who completed the United States Army Medical Department Junior Leadership Course; Current HSPAC VMs are not eligible for the US Army Medical Service Corps Award of Excellence.

- HSPAC VM Special Assignment Award: Only HSPAC VMs in their third year of their term are eligible for this award
- Serve as point of contact to the CPO Board's Award Group and administer additional processes and programs for recognition for HS officers, as determined by the HSPAC Chair and HS CPO;
- Collaborate with HSPAG Awards Subgroups to manage and process approval of HSPAG awards/recognitions (e.g., individual awards, unit commendations,);
- Maintain an SOP detailing all of the Subcommittee's operations and procedures.

Section 4: Career Development Subcommittee

The HSPAC Career Development Subcommittee has the following responsibilities:

- Assist with development, implementation and evaluation of HS Category career progression resources, services, and initiatives;
- Develop, implement and evaluate leadership skills development initiatives for the HS Category;
- Collaborate with the HSPAC Mentoring and Recruitment and Retention Subcommittees, the HSPAGs, and other groups to deliver services to HS officers;
- Maintain an SOP detailing all of the Subcommittee's operations and procedures.

Section 5: Communications Subcommittee

The HSPAC Communications Subcommittee has the following responsibilities:

- Disseminate HSPAC and HS Category-related information;
- Maintain (post new documents, archive older documents, and keep all links up-to-date) the HS website;
- Maintain the HS List serve (i.e., maintain an up-to-date list of all subscribers) and Category membership;
- Develop and disseminate HS Category marketing tools and resources;
- Maintain an SOP detailing all of the Subcommittee's operations and procedures.

Section 6: Community Wellness Subcommittee

The HSPAC Community Wellness Subcommittee has the following responsibilities:

- Provide recommendations across the spectrum of wellness to maximize HS officers' mental and physical health needs and goals;
- Collaborate with affiliate groups such as OSG, CCHQ, other HSPAC Subcommittees, HSPAGs, PACE, PHS Athletics program under the Surgeon General's Team, community partners and service organizations;
- Identify barriers to and solutions for achieving optimal wellness goals, as outlined in the National Prevention Strategy;

- Provide national and local outreach to HS officers through communication, resource coordination, cross-category collaboration and promotion of wellness events;
- Empower and guide HS officers within our communities, leading by example, towards achieving their individual health and wellness goals;
- Develop strategies and implement tools to—where possible—monitor and collect outcomes data;
- Maintain an SOP detailing all of the Subcommittee’s operations and procedures.

Section 7: Events Subcommittee

The HSPAC Events Subcommittee has the following responsibilities:

- Serves as lead coordinator for:
- HS CPO Change of Command Ceremonies;
- HS Category Day, HS Category booth, and HS Social Event at the annual COA Scientific and Training Symposium;
- Annual HS Category Holiday Luncheon
- HS Category promotion and retirement ceremonies, upon request.
- Ensures HSPAC ad hoc activities are carried out in a streamlined and standardized manner, minimizing redundancy while capturing innovative ideas and best practices from HS officers;
- Partner with HSPAC Liaisons and organization stakeholders;
- Develop content (graphics, text, pictures, statistics, etc.) for the HS booth at the annual COA Training and Scientific Symposium;
- Coordinate HS booth logistics (transportation of display board and associated Category-related items) with the HS Category Day Lead for the annual COA Training and Scientific Symposium;
- Maintain an SOP detailing all of the Subcommittee’s operations and procedures.

Section 8: Membership Subcommittee

The HSPAC Membership Subcommittee has the following responsibilities:

- Oversee the annual process for the solicitation, review, and selection of new HSPAC VMs, in accordance with the HSPAC Membership Subcommittee SOP;
- Prepare and present informational webinars and associated documents on HSPAC VM requirements for prospective VM applicants
- Prepare and present HSPAC leadership orientation briefings for HSPAC VMs
- Prepare and disseminate all documentation associated with HSPAC VM elections (concurrence memorandums, appointment letters, notices of non-selection, et cetera);
- Prepare and disseminate all documentation associated with AVMs;
- Partner with HSPAC Analytics Subcommittees in analysis of VM application scores;

- Collaborate with HSPAGs to ensure their VM processes are in line with HSPAC VM processes, but do not overlap;
- Develop and maintain the HSPAC Active Participant Database (VM rosters, AVM rosters, other participant rosters, position descriptions, vacancies, et cetera);
- performance during the operational year;
- Maintain an SOP detailing all of the Subcommittee's operations and procedures.

Section 9: Mentoring Subcommittee

The HSPAC Mentoring Subcommittee has the following responsibilities:

- Develop and implement support services and linkages to HS Category activities for new officers (e.g., Officer Basic Course, mentors, et cetera);
- Implement and evaluate the mentor program activities to include quality improvement processes to enhance matching process;
- Develop a senior officer engagement strategy for the mentoring program;
- Match junior officers (mentees) with senior officers (mentors) in such a way as to maximize the effectiveness of the mentoring process;
- Manage CPO mandated career counseling to officers who fall under low quartile and decile of the promotion results;
- Maintain and evaluate a database of paired officers;
- Train mentors on up-to-date HS Category and USPHS career progression resources;
- Collaborate with HSPAGs for discipline-specific mentoring resources;
- Collaborate with the HSPAC Career Development and Recruitment and Retention Subcommittees, and other Category and USPHS programs, to ensure seamless services for officers throughout their career continuum;
- Provide reports to the HSPAC of the numbers of new and existing active mentoring pairs;
- Provide guidance and training to senior officers to make the mentee-mentor relationship effective;
- Partner with HSPAC Awards Subcommittee to evaluate the operationalization of the mentoring program in connection to the Excellence in Mentoring Award criteria;
- Maintain an SOP detailing all of the Subcommittee's operations and procedures.

Section 10: Policy and Procedures Subcommittee

The HSPAC Policy and Procedures Subcommittee has the following responsibilities:

- Review and update the HSPAC Charter and Bylaws on an annual basis;
- In coordination with the HSPAC Communications Subcommittee, disseminate policy and procedural updates to the HS Category;

- Review and update the HSPAC Policy Reference Guide to incorporate changes to USPHS policies on an annual basis;
- In coordination with the HSPAC Chair, consolidate all comments and issues involving USPHS policies involving the HS Category, such as the Commissioned Corps promotion process, HS Category appointment standards, licensure certifications, et cetera;
- Annually address, revise, update, and recommend HSO policy related issues as required by the OSG, CPO, or other Commissioned Corps officials;
- Collaborate with the HSPAC Chair and HS CPO to manage HSPAC Charter;
- Collaborate with HSPAC Subcommittees and HSPAGs to manage HSPAC and HSPAG uniform Bylaws, SOPs and other related policy documents;
- Maintain an inventory of HSPAC and HSPAG policy documents, to include a timetable for update/review process;
- Maintain an SOP detailing all of the Subcommittee's operations and procedures.

Section 11: Readiness Subcommittee

The HSPAC Readiness Subcommittee has the following responsibilities:

- Serve as primary source of information on HS officer specialty training and deployment roles for the CCHQ Readiness and Deployment Operations Group (RedDOG);
- Ensure participation of HS officers in RedDOG activities and response teams, including on-line training modules and other readiness training opportunities;
- Disseminate information to the HSPAC on critical RedDOG readiness policies and information through the HSPAC Readiness website, HS Listserv and HS newsletters;
- Maintain efforts to assist HS officers in meeting basic readiness qualifications;
- Initiate other projects as assigned by the HSPAC Chair and/or HS CPO;
- Maintain and deliver an inventory of advanced readiness trainings for the HSPAC;
- Maintain an SOP detailing all of the Subcommittee's operations and procedures.

Section 12: Recruitment and Retention Subcommittee

The HSPAC Recruitment and Retention Subcommittee has the following responsibilities:

- Monitor the HS Applicant Placement Program for the HS Category;
- Manage and assist the tracking process of HS Category applicants, per guidance from OSG and CCHQ;
- Maintain the HS Category Welcome Packet;
- Maintain the official roster of HS Category officers;

- Track all new calls to active duty (CADs), as well as retirees;
- Work with CCHQ Commissioned Officer Training Academy to the fullest extent possible, such that all HS Category CADs are provided an opportunity to meet with a senior leader from within the HS Category during OBC;
- Support the retention of officers returned to service (RTS), as well as those who are vulnerable for RTS;
- Maintain an SOP detailing all of the Subcommittee's operations and procedures.

Article XI: Health Services Professional Advisory Groups (HSPAGs)

In addition to the HSPAC structures and activities noted above, the HSPAC also consists of groups of officers, organized by discipline. These groups are collectively referred to as HSPAGs. The purpose of HSPAGs is to assist the HSPAC and the HS CPO in identifying and addressing Discipline-specific issues and concerns, as well as to provide a mechanism to convey this information via the HSPAC Chair and HS CPO to the OSG.

HSPAGs operate within the HSPAC and follow the HSPAG Bylaws (exception Psychology PAG). With the exception of the Psychology PAG (PsyPAG), HSPAG membership is open to any HS officer in each PAG's respective discipline, per the HSPAG uniform Bylaws. In the case of the PsyPAG, the Psychology discipline in USPHS is comprised of officers from both the PsyPAG and Scientist Category.

Appendix A: HSPAC Organizational Structure

Health Services Professional Advisory Committee (HSPAC) Organizational Chart

