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| Health Service Professional Advisory Committee BylawLast Revised: November 1, 20161. [Name](http://usphs-hso.org/pac/bylaws.shtml#name)
2. [Purpose](http://usphs-hso.org/pac/bylaws.shtml#purpose)
3. [Membership](http://usphs-hso.org/pac/bylaws.shtml#membership)
4. [Term of Appointment](http://usphs-hso.org/pac/bylaws.shtml#term)
5. [Nomination Process](http://usphs-hso.org/pac/bylaws.shtml#nomination)
6. [Duties of Officers](http://usphs-hso.org/pac/bylaws.shtml#duties)
7. [Chief Professional Officer (CPO)](http://usphs-hso.org/pac/bylaws.shtml#chief)
8. [Operations and Procedures](http://usphs-hso.org/pac/bylaws.shtml#operations)
9. [Subcommittees](http://usphs-hso.org/pac/bylaws.shtml#subcommittees)
10. Professional Advisory Groups (PAGs)
11. [Rules of Order](http://usphs-hso.org/pac/bylaws.shtml#rules)
12. [Amendments](http://usphs-hso.org/pac/bylaws.shtml#amendments)

Article INameThe Health Services Professional Advisory Committee shall be referred to as the HS PAC. Article IIPurposeIn accordance with the HS PAC Charter, the HS PAC was created by and is to advise and serve the Surgeon General of the United States and the US Public Health Service through the Chief Professional Officer (CPO) on issues relating to the professional practice and personnel activities, both civil service (CS) and Commissioned Corps (CC), of the Health Services Category. The HS PAC provides similar advisory assistance to the Chief Professional Officer (CPO) and, upon request and working through the HS-CPO, to the Operating Divisions (OPDIVS) or Staffing Divisions (STAFFDIVS) of the Public Health Service (PHS), and to non-PHS programs that routinely use PHS personnel. Article IIIMembership

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| Sec. 1 | Basic Eligibility RequirementIn accordance with the HS PAC Charter, members must be full-time active duty CC officers in the Health Services (HS) Category and meet the eligibility requirements for initial appointment to the HS category and Division of Commissioned Corps DCCPR) personnel systems. All officers must meet the Division of Commissioned Corps Personnel and Readiness (DCCPR) basic readiness standards and in good standing with their Agency (performance, no adverse actions, & etc.) at the time they are nominated and appointed to PAC, and throughout their term or service. Officers cannot serve as HS PAC VM and a HS PAC Professional Advisory Group (PAG) VM at the same time and throughout their terms.  |
| Sec. 2 | Staff From the Office of the Secretary (OS) Staff from the OS (to include Office of the Surgeon General) may serve on the HS PAC provided that 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. They will be allowed to vote on issues that do not appear to create a conflict of interest. |
| Sec. 3 | Size of the HS PACThe HS PAC shall have 20 voting members. The goals is to rotate on and off approximately one third of the voting membership each year. Each voting member will serve as the Chair or Co-Chair of the nine subcommittees. PAC Chair has the discretion to appoint non-voting members to vacant VM positions per operational year.  |
| Sec. 4 | RepresentationThe PAC 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 PAC. Consideration will also be given to diversify range of rank among the VMs. PAC participation shall be promoted from members whose regular duty station is geographically removed from the National Capital Region (NCR) (e.g., Washington, DC, Virginia, Maryland). PAC members will be actively solicited and provisions, such as teleconferencing, will be made so officers stationed outside the NCR can participate in meetings. |
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| Sec.5 | Professional SeniorityIn addition to the provisions of the Charter (See Section V (1)), the HS PAC will have as a voting member a minimum of one (1) individual who at the time of appointment to the HS PAC has less than five (5) years of CC, HS PAC Category. |
| Sec.6 | Professional Discipline CompositionThe HS PAC is structured around the PHS Commissioned Corps-defined professional categories encompassing more than one major professional discipline. As a result of this unique characteristic, the HS PAC should contain at least one (1) voting member who possesses the requisite credentials for each of the respective sub-disciplines that make up the HS category. To facilitate selection of members from the various professional disciplines, the HS category disciplines will be grouped into two HS PAC subcategories: (1) Clinical (2) Non-Clinical, based on commissioning degree. When a new discipline is added to the Health Services category, it shall be assigned to the appropriate HS PAC professional advisory group or ad hoc workgroup, as determined by the HS PAC.  |
| Sec.7 | Ex-officio and Liaison Members (non-voting)The Chief Professional Officer (CPO) is an ex-officio member of the HS PAC (See Section IX (1) of the Charter). The former Chairperson may serve one (1) additional year as an ex-officio member of the HS PAC (See Section VIII (4) of the Charter). The HS PAC and/or CPO may identify other individuals and request that they serve as ex-officio members.  |
|  | The HS PAC Chair and/or CPO may identify individuals to serve in a liaison/representatives capacity to assist with activities (e.g., JOAG, Sr. Officer Consortium, COA/COF Board, HS PAC Health & Wellness Workgroup, Health Services discipline-specific Professional Advisory Groups (PAGs) and others as designated by HS PAC Chair and CPO).   |
| Sec.8 | Volunteer Members (non-voting)The HS PAC welcomes individuals to serve in a volunteer capacity on HS PAC subcommittees and workgroups and to assist with special projects and activities at the discretion of the HS PAC Chairperson. |

Article IVTerm of Appointment

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| Sec. 1 | HS PAC VMs will be selected for a three (3) year term. Terms will be staggered so that approximately one-third of the members’ terms will expire annually. Once a member has accumulated a lifetime total of six (6) years of service on the HS PAC, they are not eligible for reappointment. Terms of office may be served consecutively at the discretion of the HS PAC Chair and/or CPO.   |
| Sec. 2 | Line of SuccessionIn the event that a voting member’s primary work responsibilities and other extenuating circumstances prevent them from participating in PAC activities, line of succession procedures can be established that allow voting members to appoint an alternate (alternate must be a voting member), who has met DCCPR basic readiness standards, to serve on his or her behalf, with regards to PAC-related matters. If the PAC Chair is unable to serve their term, the PAC Chair-Elect will be next in the line of succession to become Chair.  |
| Sec. 3 | AttendanceVMs are required to attend either in person, by telephone or by videoconference, a majority of PAC meetings, including the COA Annual Meeting, or attend at least one of those meetings in person. Members are expected to have their alternate attend any meeting where they cannot be present. Any member of the HS PAC who misses more than 75% of meetings without just cause can, at the discretion of the HS PAC Chair and in consultation with the CPO, be asked to voluntarily resign from the HS PAC; or the HS PAC Chair, in consultation with the CPO, can initiate a request to the Surgeon General to terminate said membership.  |

Article VNomination Process

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| Sec. 1 | Annually, the HS PAC will solicit, through newsletters and other appropriate means, nominations for voting membership vacancies on the HS PAC from all individuals whose professional disciplines are represented within the Health Services category. Self-nominations are acceptable and will be solicited. The current HS PAC membership subcommittee will screen, anonymously vote, and provide a recommended nominee list to the VM. The HS PAC voting membership will provide concurrence with the recommendations to the membership subcommittee for further processing. A final list of nominees will be sent by the HS PAC Chair and CPO, and the Surgeon General for selection and approval.  |
| Sec. 2 | This nomination process shall be conducted so that the final nomination package is available for the Surgeon General's consideration no less than 60 calendar days prior to the expiration of the regular term of the member.  |
| Sec. 3 | Should the need arise to fill an unexpired term, the vacancy shall be filled through the annual nomination process or the HS PAC Chair, with consultation from the CPO, may appoint an officer to fill a voting member vacancy for an unexpired term until the next nomination cycle. |

Article VIDuties of Officers

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| Sec. 1 | HS PAC Chair1. The Chair is responsible for leading the HS PAC. The Chair’s duties and responsibilities include, but are not limited to:
	1. Ensure the mission, goals, objectives and functions of the HS PAC and PHS are accomplished
	2. Preside over HS PAC meetings and work with the Executive Secretary/Recorder to coordinate the meeting agenda and agenda topics
	3. Serve as ex-officio member of the PAC
	4. Monitor all subcommittees’ activities at the planning and strategic levels
	5. Appoint leadership (chair and co-chair) to subcommittees and provide consultation to the selection of ex-officio/liaisons to the HS PAC
	6. Attend Chief Professional Officer/Professional Advisory Committee Chair meetings and consult with CPO on matters related to professional activities and personnel issues affecting health services professionals
	7. Attend meeting with OSG and stakeholders as needed to discuss issues related to the HS category
	8. Guide efforts to inform policy development affecting Health Services personnel including utilization, training, recruitment, orientation, compensation, professionalism, and award recognition and others
	9. Collaborate with other PACs and other PHS partners as necessary
	10. Represent the HS PAC at Health Services functions at the annual PHS Professional meeting
	11. Orient new HS PAC voting members in consultation with the membership and policy subcommittees
	12. Author appointment letters recognizing newly appointed PAG chairpersons
	13. Act as the custodian of the HS PAC Charter and By-Laws and all other records and documents of the HS PAC
	14. Maintain the HS PAC membership list and contact information in partnership with the communication subcommittee in accordance with privacy guidelines
2. Term of the Chair: The Chair will serve a one (1) year term.

c. Term of Appointment: If the term of the Chair coincides with the expiration of that individual’s membership on the HS PAC, the Chair may serve one (1) additional year as an ex-officio member of the HS PAC, unless reappointed as a regular member per the provisions of Article (V). For example, a PAC member can be appointed and serve as Chair-Elect in his/her third year on the PAC and then serve a fourth year in an ex-officio status as Chair if not reappointed to a new three (3) year term.  |
| Sec. 2 | HS PAC Chair-Elect1. The primary duty of the Chair-Elect is to acquaint him/herself with the ongoing business of the HS PAC and the duties of the 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 HS PAC business as described in Section 1 of this Article. These duties include representing the Chair at the HS PAC meetings or HS PAC-related meetings in their absence and actively participate with the Chair in fulfilling the HS PAC mission.

 1. The Chair-Elect will be nominated and elected by the voting membership of the HS PAC at the October All-Hands meeting of the previous operational year.
2. In the event a Chair-Elect is not nominated or selected by the voting membership of the HSPAC, the HS PAC Chair and CPO may appoint a Chair-Elect from the current PAC voting membership.
3. In the event that current PAC voting membership cannot serve or be selected by CPO to serve as chair-elect, the CPO may appoint the chair-elect from voting members from the past 3 years.

b. Term of the Chair-Elect: The Chair-elect will serve a one (1) year term before assuming the duties of the HS PAC Chair.  c. Nomination: Any incoming first year member of the HS PAC in good standing may be nominated for the position of Chair-Elect, consistent with Article V of these Bylaws.  |
| Sec. 3 | Succession of HS PAC Chair and Chair-Electa. Should it ever arise that the HS PAC Chair is unable to fulfill his/her term, the Chair-Elect will fill the remainder of the Chair’s term, plus one (1) additional term (the Chair-Elect’s originally scheduled term). A new Chair-Elect will then be nominated and selected per Article (V) of these Bylaws.  b. Should it ever arise that both the HS PAC Chair and the Chair-Elect are unable to fulfill their terms, and if both leave office before they can be replaced per Article V, then a special HS PAC election is held and a new Chair and Chair-Elect are nominated from and voted on by the HS PAC voting membership. The CPO may appoint an interim PAC Chair and Chair-elect until the vacancies are filled as per Article VI, Section 2.   |
| Sec. 4 | HS PAC Executive Secretary/Recordera. The Executive Secretary (LT or LCDR) is responsible for the HS PAC records and correspondence. The Executive Secretary keeps an accurate record of the meetings and activities of the HS PAC and is responsible for recording the HS PAC member attendance at scheduled meetings. The Executive Secretary also assists the HS PAC Chair with orienting new HS PAC members and officers in their duties and responsibilities and other administrative duties. The HS PAC Executive Secretary is a volunteer position and need not be a voting member but must be filled by a voting member of the HSO category. If there are no volunteers, the HS PAC Chair may designate a recorder until such time that a permanent Executive Secretary is named.  b. The Recorder position is recommended for a junior level officer (LTJG or LT) to gain experience in a leadership capacity. c. Both position must be occupied by HS officers, but are not voting members of the HS PAC.d. The term for the both positions are for a period of one (1) year with potential to remain in the role for an additional year at the discretion of the incoming Chair and will be based on past performance in the role.    |
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Article VIIChief Professional Officer

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| Sec. 1 | HS PAC Membership: The Health Services CPO shall be a non-voting ex-officio member of the HS PAC. The CPO is a four (4) year appointment by order of the Surgeon General.  |
| Sec. 2 | Relationship with the HS PAC: All output of the HS PAC, be it correspondence, reports, minutes of its proceedings, or other, must be transmitted through the CPO who, as he/she may deem appropriate, may provide concurring or non-concurring comments.   |

Article VIIIOperations and Procedures

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| Sec. 1 | The HS PAC shall begin the term of its operational year each January through December. Any changes to this schedule shall be reported to the OSG.   |
| Sec. 2 | Meetings will be held every other month, starting in January. The time of the meeting is set by the HS PAC Chair with agreement of the majority of the voting members.  |
| Sec. 3 | The meeting agenda and related material(s) shall be available to HS PAC members at a reasonable time prior to the bimonthly meeting. A reasonable time is defined as five (5) business days prior to the scheduled meeting. The HS PAC Chair is responsible for the dissemination of these materials to all HS PAC members.   |
| Sec. 4 | An Executive Secretary/Recorder must be present (on call or in person) at each HS PAC meeting. If the regularly appointed Executive Secretary is absent, the HS PAC Chairperson will appoint a temporary recorder from the officers present. |
| Sec. 5 | HS PAC meeting minutes will be drafted and disseminated to all members of the PAC for review no later than four (4) weeks after the meeting. Members have two (2) weeks to submit corrections or comments. HS PAC meeting minutes are then formally adopted by vote at the next HS PAC meeting. The HS PAC Chairperson is responsible for the above time allotments.  |
| Sec. 6 | The HS PAC Executive Secretary/Recorder will maintain a permanent file of the official minutes and reports of the HS PAC. HS PAC minutes shall be published on the HS Category website within two weeks of formal approval. The Recorder is responsible for sending the HSPAC minutes to the Communications Website Team Lead for timely posting to the HS PAC website. |
| Sec. 7 | A quorum will consist of at least 50 percent attendance, either in person, by telephone or by videoconference, of the HS PAC’s voting membership. An alternate attending in lieu of the member shall be counted in determining the quorum requirement. A formalized count of members in favor should be included in meeting minutes.   |
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Article IXSubcommittees

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| Sec. 1 | The PAC Chair and/or CPO can select Chair of any ad-hoc subcommittee or workgroup. These leaders can be non-voting members of the HS PAC.  |
| Sec. 2 | The following is a list of the standing HS PAC subcommittees; additions or deletions to this list must follow standard HS PAC guidelines including ratification by a simple majority: Analytic, Awards, Readiness, Career Development, Communications, Policy, Events, Membership, Mentoring, Readiness, and Recruitment and Retention. See Appendix A, HS PAG Organizational Structure.All HS PAC subcommittees will be working hand-in-hand with the Professional Advisory Groups (PAGs) to fulfill the below subcommittee duties. PAGs will focus on the discipline-related aspects of their activities so that there will no overlap with the PAC subcommittees. |
| Sec. 3 | All HS PAC Subcommittee Chairs and Co-Chairs must be HS PAC voting members and shall be appointed by the HS PAC Chair. HS PAC Subcommittee Chairs and Co-Chairs are required to deliver both an electronic version and verbal Subcommittee Status Report at HS PAC meetings or other venues as appropriate. Duties of each HS PAC Subcommittee are found in the following sections. |
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| Sec. 4 | Awards Subcommittee:1. Maintain an inventory of all HS PAC and specific PAG Awards announced by the Subcommittee
2. Administer (announce, process applications, and recommend candidates) the CAPT Stanley J. Kissel Award (Senior Officers), CAPT Joseph Garcia, Jr. Award (Junior Officers), HSO Responder of the Year Award, HS PAC VM Special Assignment Award, and other awards/recongnitions as determined by the HS PAC Chair and CPO
3. Collaborate with PAG Awards subcommittees to manage and process approval of PAG awards/recognitions (e.g., unit commendations, certificates)
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| Sec. 5 | Career Development Subcommittee:a. Assist with development, implementation and evaluation of HS category career progression resources, services, and initiatives.b. Develop, implementation and evaluate leadership skills development initiatives for the HS Category.c. Collaborate with PAGs, Mentoring and Recruitment-Retention Subcommittees, and other groups to deliver services to new officers and senior officer engagement initiatives. |
| Sec. 6 | Communications Subcommittee:a. Disseminate all HS PAC and Category-related information.b. Maintain (post new documents, archive older documents, and keep all links up-to-date) the HSO website.c. Maintain the HSO List serve (i.e., maintain an up-to-date list of all subscribers) and Category membership.d. When applicable, develop the content (graphics, text, pictures, statistics, etc.) for the HSO Display Booth at the PHS Professional meeting. Work with the HSO Category Day Representative to coordinate Display Booth logistics (transportation of Display Board and associated Category-related items.e. Announce via the HSO List serve or other appropriate methods a call for PHS Professional meeting planning volunteers for Category Day and the HSO Booth. The applicants would submit a CV in the appropriate HSO CV format and supervisory approval to help ensure volunteer presence at the PHS Professional meeting. This could be for the selection of each team lead and/or subsequent volunteers. f. Develop and disseminate HS Category marketing tools and resources. |
| Sec. 7 | Membership Subcommittee:1. Annually solicit, screen, nominate, and process applications for voting members of the HS PAC.
2. Collaborate with PAGs to ensure PAG VM process is in line with HS PAC process (timeline, screening, process, and agency concurrence and etc.) as well as ensure that there are no overlaps between PAG and PAC VM service timeframes.
3. Maintain roster of PAC and PAG VM’s.
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| Sec. 8 | Mentoring Subcommittee:a. Develop and implement support services and linkages to Category activities for new officers (e.g., OBC, mentors, and etc.).b. Implement and evaluate the mentor program activities to include quality improvement processes to enhance matching process c. Develop a senior officer engagement strategy for the mentoring programd. Match junior officers (mentees) with senior officers (mentors) in such a way as to maximize the effectiveness of the mentoring process.e. Maintain and evaluate a database of paired officers.f. Train mentors on up-to-date HS Category and CC career progression resources.g. Collaborate with PAGs for discipline-specific mentoring resources.h. Collaborate with the career development and recruitment-retention subcommittees and other Category/CC programs to ensure seamless services for officers throughout their career continuum.i. Provide reports to the HS PAC the numbers of new and existing active mentoring pairs.j. Collaborate with the HS Category Senior Officer Consortium to develop and implement a strategy for senior officer engagement strategy as mentors k. Seek and maintain a pool of senior officers willing to serve as mentors.g. Provide guidance and training to senior officers/mentors in order to make the mentee/mentor relationship effective. |
| Sec. 9 | Policy Subcommittee:1. Review and update the HS PAC Charter and Bylaws on an annual basis.

b. Act as a reviewing official for the HSO Resource Directory.c. Consolidate comments and address on all issues involving category policy standards, such as the Corps promotion process, category appointment standards, licensure certifications, etc.d. Annually address, revise, update, and recommend HSO policy related issues as required by the OSG, CPO, or other Commissioned Corps officials.e. Collaborate with PAGs to manage and process approval of PAG uniform bylaw, SOP’s and other policy documentsf. Maintain an inventory of PAC and PAG policy documents to include a timetable for update/review processg. The Historian will develop a team and be responsible for maintain and posting Category history on the HS PAC website.  |
| Sec. 10 | Readiness Subcommittee:a. Serve as primary source of information on HSO specialty training and deployment roles within the RedDOG.  b. Ensure participation of HSOs in RedDOG activities and response teams including on-line training modules and other readiness training opportunities.c. Disseminates information to the HS PAC on critical RedDOG readiness policies and information through the HS PAC Readiness website, HSO Listserv and the HSO Weekly Newsletter. d. Maintain efforts to assist Health Services Officers in meeting basic readiness qualifications.e. Initiate other projects as assigned by the HS PAC Chief Professional Officer (CPO) and/or PAC Chair.f. Maintain and deliver an inventory of advance readiness trainings for the HS PAC.g. Maintain inventory of PAC and PAG readiness trainings, collaborate with PAGs.  |
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| Sec. 12 | Events Subcommittee:1. Serves as lead coordinator for the following HSO ad hoc activities:
	1. HS Change of Command Ceremony,
	2. Annual HS Category Day and HS Social Event at the annual USPHS Scientific and Training Symposium, and
	3. Annual HS Holiday Luncheon.
2. Ensures HS PAC ad hoc activities are carried out in a streamlined and standardized manner, minimizing redundancy while capturing innovative ideas and best practices from HSs.
3. Disseminates information and solicits personnel to assist with HS ad hoc activities.
4. Serves as subject matter experts and focal source of information for HSO ad hoc activities.
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Sec. 13 Analytic Subcommittee:* 1. 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, and non-HHS organizations which may employ HS officers.
	2. Liaise with USPHS Division of Commissioned Corps Personnel (DCCPR)) to ensure the HS Category maintains appropriate and adequate access to support the leadership decision making process.
	3. Liaise with representatives from both the HS PAC and PAGs 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).
	4. Design, validate, implement and deliver training modules to HS officers across the Category to enhance knowledge, understanding and applicability of data analytic processes throughout an officer’s career.
	5. PAGs will provide a supportive and/or content expertise to the analytic subcommittee.

Article XProfessional Advisory Groups (PAGs)

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| Section 1 | Professional Advisory Groups (PAGs): The HS PAC and CPO have encouraged officers within the HS Category who have similar professional duties, qualifying degrees, similar billets, or who have specialized training and/or certifications to form a HS Professional Advisory Group (PAG).a. The purpose of HS PAGs is to assist the HS PAC and the CPO in identifying and addressing discipline-specific issues and concerns, and to provide a mechanism to convey this information via the HS PAC Chair and CPO to the Surgeon General.b. PAGs operate within the HS PAC in an ex-officio status. PAG membership is open to any HS officer as per the Uniform PAG Bylaw.c. Each PAG operates under the auspices of Uniform PAG Bylaw (exception Psychology PAG). |

Article XIRules of OrderThe general procedure of meetings of the HS PAC shall follow the “Roberts Rules of Order, Newly Revised” on parliamentary procedure insofar as they do not conflict with any provisions of the HS PAC Charter and these Bylaws.Article XIIAmendmentsAmendments to these Bylaws must be proposed in writing by a voting member. The HS PAC voting members will be provided at least five (5) business days to review prior to a vote. The HS PAC Policy Subcommittee will amend the Bylaws and will distribute copies to all HS PAC members and the Communications Subcommittee post them to the HSO Category website. |

**Appendix A**

**HS PAC Organizational Structure**

