

PharmPAC Standard Operating Procedures (SOP)

6 August 2017

Contents

I. PharmPAC Governing Documents	2
II. Membership and Organizational Structure	4
III. PharmPAC Sub-Committees, Activities, and Workgroups	5
Administration	5
Career Development.....	5
Communication.....	6
Outreach and Recruitment	6
Readiness	7
IV. Individual Roles and Responsibilities.....	7
Chief Professional Officer	7
Chair	7
Chair-Elect.....	8
Voting Members	8
Voting Member Alternates	8
Sub-Committee Coordinators	9
Activity Lead.....	9
Executive Secretary.....	10
Teleconference Coordinator	11
Workgroup Leads.....	11
Volunteers.....	11
V. PharmPAC Operations	12
Operational Year	12
Meetings – Scheduling, Agenda, and Minutes.....	12
Decision-Making.....	13
Annual Report and Metrics.....	14
Removal of PharmPAC Members and Volunteers.....	14
VI. PharmPAC Award and Recognition Standards	15
General Standards.....	15
Specific Situations	16

VII. Nomination and Selection Process for Voting Members	16
VIII. PharmPAC Communication Standards	18
General Principles	18
Listservs.....	20
Social Media	20
IX. Continuity of Operations, Information Technology, and Contingencies	20
X. SOP Revisions	21
Attachment A: PharmPAC Activity Mini-SOP Worksheet	22
Appendix B: PharmPAC Position Descriptions (PDs).....	24
Sample PharmPAC Position Description	24
APhA Federal Pharmacy Delegate	25
Executive Secretary PD	26
Teleconference Coordinator PD.....	28
Appendix C: PharmPAC Listserv Settings	29

I. PharmPAC Governing Documents

The Pharmacist Professional Advisory Committee (PharmPAC) governing documents are arranged below in a cascading manner, from the most encompassing rules and standards, to more specific restrictions only placed on ever-smaller groups within the PharmPAC. The overarching goal of this SOP is to structure the governing documents in such a manner to allow the PharmPAC, and its sub-committees (SCs), workgroups (WGs), members, and volunteers, to function effectively at the correct level of oversight, while being dynamic enough to integrate lessons learned and best practices.

- A. PAC Model Charter
 - a. Purpose: Template for all Professional Advisory Committees (PACs) to follow when creating their Charters.
 - b. Priority: Supersedes all other PharmPAC Governing Documents.
 - c. Provision/Mandate: PharmPAC must update the PharmPAC Charter if the PAC Model Charter is updated.
 - d. Scope of Impact: Entire PharmPAC.
 - e. Origin/Source: Office of Surgeon General (OSG).
 - f. Update Frequency: per OSG, no set schedule.
 - g. Approving Body: OSG.
- B. PharmPAC Charter
 - a. Purpose: Documents the basis of the PharmPAC’s mission, objectives, functions, etc., while providing basic operational rules that can be further defined by the PharmPAC’s Standard Operating Procedures (SOP).
 - b. Priority: Supersedes all other PharmPAC Governing Documents, except any newer versions of the PAC Model Charter.
 - c. Provision/Mandate: Required document per the PAC Model Charter.
 - d. Scope of Impact: Entire PharmPAC.
 - e. Origin/Source: Created by adding “PharmPAC” to the appropriate areas of the PAC Model Charter. Changes beyond the language in the PAC Model Charter require further OSG review.
 - f. Update Frequency: upon update of the PAC Model Charter at the discretion of PharmPAC Leadership.
 - g. Approving Body: Draft PharmPAC Charter approved by majority vote of the PharmPAC Voting Members then sent to OSG for final approval.

C. PharmPAC SOP (this document)

- a. Purpose: Further define PharmPAC operations as allowed by the PharmPAC Charter that affect the entire PharmPAC, as well as any specifically identified sub-committees, activities, workgroups, and volunteer positions.
- b. Priority: May not supersede the PharmPAC Charter, but supersedes any other PharmPAC Governing Document.
- c. Provision/Mandate: Mandated by the PharmPAC Charter, as either “Bylaws” or “SOP”.
- d. Scope of Impact: Entire PharmPAC.
- e. Origin/Source: Specification of generally defined portions of the PharmPAC Charter, as well as additional language added to meet the SOP’s “Purpose” and “Update Frequency”.
- f. Update Frequency: At least every three years, but as often as necessary to improve PharmPAC operations by codifying best practices and lessons learned, as well as ensuring alignment with the goals of HHS, OSG, Operational Divisions (OpDivs)/Staff Divisions (StaffDivs), CPO, PharmPAC, and the Pharmacy Category.
- g. Approving Body: PharmPAC Voting Members (VMs) via a quorum vote. Deviations from the PharmPAC SOP shall be allowed only where needed for orderly completion of the PharmPAC’s tasks as directed by the Chair. These deviations, if to be long-term, should be implemented as soon as possible with a newly updated and approved SOP.
- h. Other PharmPAC-Level Documents requiring regular review/updating:
 - i. General Meeting Minutes
 - ii. Annual Report
 - iii. PharmPAC Metrics

D. Activity SOPs (“mini-SOPs”)

- a. Purpose: Further define the PharmPAC’s role and participation in a specific activity, associated workgroups, or cross-category participation.
- b. Priority: May not supersede the PharmPAC Charter, PharmPAC SOP, or, in the case of cross-category workgroups, the overseeing workgroup’s SOP. Any discrepancy between a Cross-Category Workgroup’s SOP, or Chartered Advisory Group’s SOP, and one or more PharmPAC Governing Documents shall be resolved at the discretion of the PharmPAC, with deference given to continuing participation in the given cross-category group.
- c. Provision/Mandate: Recommended.
- d. Scope of Impact: Specific activity.
- e. Origin/Source: Activity SOP directory identifying the location of draft and final activity SOPs may be maintained within the Business Meeting minutes. If a new activity, then may use the “[PharmPAC Activity mini-SOP Worksheet](#)” to start an SOP for that activity.
- f. Update Frequency: As needed; to be determined and defined by the given activity lead, workgroup lead, or chartered advisory group.
 - i. Activity SOPs are designed to capture best practices and should be followed generally “as is”, but deference is given to the Activity Lead to make modifications based on issues that may develop which forgo the possibility of adhering to the activity SOPs as written.
 1. If a one-time modification the activity SOP does not need to be updated.
 2. If a likely multi-year, perpetual modification, then that activity SOP should be updated to reflect the change in procedure.
- g. Approving Body:
 - i. Cross-Category Workgroup: As defined by the specific Cross-Category Workgroup.
 - ii. Chartered Advisory Group: As defined by the specific Chartered Advisory Group.
 - iii. PharmPAC Activity SOP: The majority vote of the Sub-Committee, unless specifically listed under “Decision-Making” as requiring PharmPAC vote/approval.

- E. Annual Report
 - a. Purpose: Provide annual assessment and realignment of PharmPAC activities.
 - b. Priority: May not supersede any other governing documents, but should be used to guide revisions to governing documents.
 - c. Shall include the results of an annual, non-mandatory survey, or other mechanism, to anonymously receive feedback from PharmPAC members, PharmPAC volunteers, and the Category on the PharmPAC's perceived performance.
- F. Position Descriptions (PDs) may be used to advertise open roles and inform officers of their responsibilities. A PD template and select PDs are available in Appendix B ("PharmPAC Position Descriptions").

II. Membership and Organizational Structure

- A. PharmPAC is comprised of "members" with at least one specific role. PharmPAC also uses "volunteers".
 - a. Members are either "voting" (serving a voting member term) or "Ex-Officio" (non-voting member).
 - b. All members require supervisor approval upon selection.
- B. Members are assigned to either the leadership group (CPO, Chair, Chair-Elect, Executive Secretary, or to a sub-committee.
 - a. PharmPAC shall strive to maintain proper lines of authority and span of control, as defined by the Incident Command System (ICS).
 - i. Each sub-committee shall have a sub-committee coordinator.
 - ii. Each sub-committee shall have voting members or voting member alternates assigned to serve as activity leads for that sub-committee's activities.
 - 1. "Activities" are the primary organizational unit or related tasks.
 - 2. While not preferable, members may lead more than one activity.
 - 3. Activities may have volunteer workgroups.
 - 4. Activities and their tasks may be dynamic, yet sustainable, as needed to continually accomplish the PharmPAC's functions.
 - b. The PharmPAC Chair shall make the final determination of PharmPAC Sub-Committee and activity lead assignments for the Operational Year.
- C. A PharmPAC Organizational Chart should be updated and distributed regularly in the general meeting minutes, comprised of:
 - a. PharmPAC Attendance Roster, consisting of all the Members, with their role, rank, name, term dates, and Agency e-mail.
 - b. PharmPAC Activity Table including all of the PharmPAC's long-term (>1 year) and short term Activities, sorted by sub-committee, with the name of the assigned PharmPAC Activity Lead.
 - c. Useful Contact Information including Workgroups, Lead(s), and/or Member(s), Social Media information, listserv information, and any other information deemed useful for the Category by the Chair.
- D. Creation, modification, or dissolution of sub-committees, activities, or workgroups shall be done when deemed necessary for the successful and efficient completion of PharmPAC functions, as evidenced by the inability to complete stated goals/objectives, negative trending from metric analysis, newly identified needs, and Category feedback.
 - a. Creation or modification of a PharmPAC sub-committee, activity, or workgroup should only be done if a current sub-committee, activity, or workgroup, within the PharmPAC or within other PAC/CAG/CMAGs (such as JOAG or the PAC Chairs Group), cannot adequately accomplish or is not adequately accomplishing the desired goal.
 - b. Dissolution of a PharmPAC sub-committee, activity, or workgroup shall be done whenever it has completed its designated purpose or when deemed necessary.

III. PharmPAC Sub-Committees, Activities, and Workgroups

Sub-Committees are the primary organizational unit for the Voting Members, Voting Member Alternates, and Activities. Long-term activities are listed in the PharmPAC SOP, while short-term activities are included in the General Meeting minutes. Workgroups, most of which fall under a given activity, and all of which shall have at least one lead, are the primary organizational unit for volunteers, and can be created by any activity lead as needed to efficiently manage that activity. Workgroup leads may be a member or volunteer. Cross-category workgroups, those with members from outside the pharmacy category, are encouraged.

Administration

Ensures the proper and efficient functioning of the PharmPAC.

Activity	Goal
Annual Report	Organize the draft, finalization, and dissemination of an annual report. Work closely with the PharmPAC sub-committees, liaison leads, and metrics & survey leads.
History	Research and publish articles/papers that highlight the history of the category or the current events in which pharmacists impacted public health.
Honor Awards	Recognize USPHS pharmacists through PharmPAC Honor Awards. Maintain a list of PharmPAC Honor Awardees.
Liaisons (Agency & Professional Organization)	Facilitate the two-way communication and participation between USPHS pharmacy and selected Agency and Professional Pharmacy Organizations, as well as report significant items, such as legislative, policy, or ideas, to the PharmPAC.
Membership	Ensure PharmPAC membership adheres to the requirements set forth in the PharmPAC Charter and SOP. Annually solicit, prepare nominations, and conduct voting for new PharmPAC Voting Members per OSG's timeline. Where feasible, provide a final roster to PharmPAC leadership by 9/15.
Metrics and Survey	Evaluate the state of the Pharmacy Category and effectiveness of the PharmPAC in meeting the goals of its various activities using a combination of established metrics and short, annual Category survey.
SAA and Internal Recognition	Ensure adherence of the PharmPAC to the " Award and Recognition Standards ".
SOP/Charter	Revise SOP/Charter as necessary, no less than every three years. Maintain records of previous versions.

Career Development

Provides guidance, mentoring, and training to increase the category's knowledge, skills, and abilities, for the advancement of the USPHS Mission.

Activity	Goal
Career Development Guide	Maintain the Career Development Guide by regularly reviewing its content versus policy, professional standards, promotion benchmarks, category input, and other PAC/CAG guides.
Promotion Preparedness	Monitor promotion document requirements to provide impactful guidance and training, vetted by senior officers with promotion board experience. This will include but is not limited to, CV guidance, COER, OS, and ROS guidance documents.
General Meeting Presentations ("PharmPAC Talks")	Advance the expertise and leadership of the pharmacy category by inviting subject matter experts (SMEs) to present at PharmPAC General Meetings. Review presentations prior to meeting to ensure they meet submission criteria.
Mentoring ("CCPMN." Career Counseling, CV Review)	Monitor and track mentoring activities, including CCPMN. Provide or coordinate mentor and mentee training. Mentor training shall incorporate changes to Promotion Preparedness documents, but is not limited solely to these items.

Activity	Goal
New Officer/Welcoming	Provide new USPHS pharmacists orientation material, in-person at OBC and/or via e-mail, including CCPMNS letter, as well as connect them to the PharmPAC's communication networks by automatic ("opt-out") subscription to the PHS-Pharmacists listserv. Maintains the PharmPAC Welcome Letter
Promotion Benchmarks	Track conversations regarding promotion benchmarks and communicate common themes to the CPO and ultimately the CPO Board, with an overall goal of ensuring the benchmarks are in alignment with the profession and other categories.
Retention	Study and recommend actions that will enhance the retention of the professional experience and services of pharmacists in the USPHS.
Topics in Public Health/ Training Opportunities	Maintain the continuing education series accessible to a variety of healthcare professionals working throughout several federal agencies. Provide guidance documents to identify different types/categories of trainings. May be incorporated into CD Guide.

Communication

Promote the interests of the USPHS pharmacist category by delivering information through a variety of media while ensuring proper handling of PII.

Activity	Goal
Listserv Assistance and Maintenance	Maintain the settings of, and disseminate information through the available listservs.
MAX.gov Facilitation and Sponsoring	Assist the category in the utilization of the MAX platform by offering technical assistance and sponsoring USPHS pharmacists not assigned a ".gov" e-mail.
PharmPAC Perspectives	Disseminate information originating from the Pharmacy Category to pharmacists and other individuals in the form of a newsletter. Collaborate with other publications, including the Combined Category Newsletter, upon request.
PLANT: Pharmacists Learning and Networking Together	Collect and post personal abstracts of pharmacists who wish to share what they do as pharmacists in the PHS. Assist the UPOC workgroup in maintaining the PHS-Rx-Students Listserv.
Social Media	Maintain and regularly post to various Social Media channels.

Outreach and Recruitment

Assists in the recruitment of highly qualified pharmacists and pharmacy students and to provide advice and consultation in support of the Surgeon General and the Chief Professional Officer on recruiting and matching pharmacists into the USPHS and issues related to personnel activities of CS and CC pharmacists.

Activity	Goal
Applicant Process	Augment DCCPR in the screening, review, and tracking of pharmacy candidates using an algorithm based on candidate quality.
Public Health Activities and Information	Assist in the drafting of the annual report by assessing and prioritizing public health issues based on pharmacy impact, in alignment with OSG, HHS, and the White House.
Student Awards	Recognize pharmacy students through the Excellence in Public Health Pharmacy Award, PharmPAC Social Media, UPOC Newsletter, and other channels, as appropriate.
University Point of Contact (UPOC) Newsletter and Recruitment Materials	Maintain the UPOC Newsletter and other recruitment materials, including "Pharmacist Leading the Way" (PLW) and USPHS slideshows. Maintain PLW document to ensure it does not include pay tables, receives final clearance from the CPO, and posted to USPHS public website. Assist PharmPAC agency liaisons with maintaining Agency slideshows.

Activity	Goal
UPOC Program and Roster	Maintain regular communications with universities and track pharmacists' involvement in school events. Maintain a roster of UPOCs and create standardized presentations for use by UPOCs. Encourage local public health activities between UPOCs and students.
Vacancy List	Assist Agencies with CC Pharmacists in the compilation and distribution of pharmacist vacancy lists in an effort to reduce vacancy rates.

Readiness

Assist all CC pharmacy officers to obtain and maintain Basic Readiness.

Activity	Goal
Basic Readiness	Utilize RedDOG reports identifying pharmacy officers projected to be "not ready" at the next quarterly readiness check. Notify officers from list, provide guidance documents, and be available to assist.
CRew (Corps Readiness Workgroup)	Participate in the readiness-related group organized through RedDOG.
Deployment Skills and Readiness Rate Resources	Periodically assesses online readiness resources on PharmPAC CCMIS webpage and from other CC readiness sources.

IV. Individual Roles and Responsibilities

All PharmPAC members and volunteers have specific roles, many of which have specific eligibility requirements, selection rules, terms, term limits, and PharmPAC responsibilities. Those serving concurrent roles should adhere to all of the responsibilities outlined. All members and volunteers must maintain basic readiness at all times during their stated terms.

Chief Professional Officer

- A. Eligibility/Selection: Not determined by PharmPAC.
- B. Term: Three years
- C. Term Limit: One term
- D. Responsibilities: Ex-officio leader and member of the PharmPAC.

Chair

- A. Eligibility/Selection: Previously elected by the Voting Members to serve as "Chair-Elect" prior to becoming Chair for the following operational year. Will need supervisor approval if not on file.
- B. Term: One-year. Not required to be a voting member while serving as Chair. If a voting member during term, then fills both roles concurrently.
- C. Term Limits: One year as Chair, two years total as any combination of Chair-Elect or Chair. May not exceed eight years cumulative in a lifetime as voting member, Chair-Elect, and/or Chair.
- D. Responsibilities:
 - a. Preside PharmPAC meetings, ensuring adherence to the agenda and PharmPAC SOP.
 - b. Provide final approval of meeting agendas, minutes, and ["needs approved" messaging](#).
 - c. Appoint an Executive Secretary.
 - d. Assign sub-committee coordinators. Provide final concurrence for the assignment of voting members, voting member alternates, and volunteers to sub-committees and activities.
 - e. Collaborate with CPO, Chair-Elect, and sub-committee coordinators to accomplish PharmPAC objectives and attend sub-committee meetings when necessary.
 - i. Ensure sub-committee coordinators include Chair and Chair-Elect on meeting invites.
 - ii. Review [Annual Report](#) documents, comparing set objectives from previous final version to accomplishments recorded in current draft.
 - f. Foster collaboration between PACs. Attend PAC Chairs Group (PCG) Meetings. Distribute PCG messages pertinent to the Category.

- g. Recommend PharmPAC SOP updates as necessary.

Chair-Elect

- A. Eligibility/Selection: Those who have served as a PharmPAC Voting Member for at least one operational year, or will have served for at least one operational year at the time the Chair-Elect term begins, and have not served as PharmPAC Chair-Elect/Chair for more than one year, or as a Voting Member for no more than 6 years, are eligible for nomination/selection as Chair-Elect by the Voting Members prior to the last meeting of the operational year. Nominations for the Chair-Elect position may be accepted in advance or at the meeting the election is scheduled. Will need supervisor approval if one not already on file for the years of PAC service the Chair-Elect term falls.
- B. Term: The Chair-Elect will serve a one-year term and will automatically become the Chair for the following operational year. Not required to a voting member while serving as Chair-Elect. If a voting member during term, then fills both roles concurrently.
- C. Term Limits: One year as Chair-Elect. May not exceed eight years cumulative in a lifetime as voting member, Chair-Elect, and/or Chair.
- D. Responsibilities: Assist the Chair in fulfilling the Chair's duties, including serving as Presiding Chair in Chair's absence, with a focus on collaborating with sub-committee coordinators to accomplish the PharmPAC's objectives.

Voting Members

- A. Eligibility/Selection: see "Nomination and Selection Process for Voting Members"
- B. Term: Three years. The voting member must maintain status as a fulltime Health and Human Service Civil Service or Active Duty Commissioned Corps pharmacist during the term to maintain membership.
- C. Term Limits: Two three-year terms as a voting member, not to exceed six years. Service as a voting member alternate will not be included in these calculations.
- D. Responsibilities:
 - a. Actively participate in designated sub-committee's activities in effort to ensure all are done well and on time.
 - b. In conjunction with alternate, attend at least 75% of regularly scheduled meetings, providing necessary input, including voting. At the discretion of the PharmPAC Chair, an absence can be made "excused", which will not count towards the attendance requirement.
 - c. Vote on all electronic voting items.
 - d. Review all meeting minutes for accuracy within seven days of the meeting, or before they are finalized, whichever is sooner; ensure the General Meeting minutes "Useful Information" is relevant and updated, especially the Contacts and Calendar.
 - e. Adequately serve as activity lead, if assigned.
 - f. Provide requested [Annual Report and Metrics](#) information.
 - g. Notify Chair, Chair-Elect, and Administration Sub-Committee if changing OpDiv/StaffDiv.

Voting Member Alternates

- A. Eligibility/Selection: Chosen by voting member from the same OpDiv/StaffDiv.
 - a. Must provide his/her curriculum vitae (CV) and receipt of supervisor approval, as required by the specific OpDiv/StaffDiv, to the Administration Sub-Committee within one month of the beginning of the voting member's term. Receipt of supervisor approval may be a copy of the e-mail from the supervisor clearly stating that the voting member alternate has permission to participate.
- B. Term: As determined by the selecting voting member, though often concurrently.
- C. Term Limit: As determined by the selecting voting member, though often concurrently.
- D. Responsibilities
 - a. Attend regularly scheduled business and general meetings, especially if known absence of his/her voting member.
 - b. Actively participate in their voting member's designated sub-committee's activities.

- c. Review all meeting minutes for accuracy within seven days of the meeting, or before they are finalized, whichever is sooner.
- d. Adequately serve as activity lead, if assigned.
- e. Provide any vote in the absence of their voting member.
- f. Provide requested [Annual Report and Metrics](#) information.

Sub-Committee Coordinators

- A. Eligibility/Selection: Selected annually by the Chair from voting membership.
- B. Term: One operational year.
- C. Term Limits: Concurrent with voting member term.
- D. Responsibilities:
 - a. Serve as a single point of contact for the Chair on sub-committee matters, while working as a co-lead within the sub-committee.
 - b. Ensure coordination of effort within the sub-committee with frequent communications, including regular meetings, between sub-committee members, Chair, and Chair-Elect.
 - c. Resolve, consider, and/or delegate unassigned tasks to sub-committee members, as deemed appropriate. Ensure activity tasks are completed well and on time.
 - d. Establish and facilitate completion of the sub-committee's [Annual Report and Metrics](#) responsibilities.
 - e. Collaborate with the IT workgroup to ensure sub-committee's CCMIS areas are reviewed and updated in a timely manner.
 - f. Periodically review other PAC/CAG practices in similar sub-committees to identify best practices or areas of common purpose.
 - g. Ensure the PharmPAC's participation in cross-category initiatives related to the specific sub-committee.
 - i. Career Development only: Represent PharmPAC on the Promotion Benchmarks Committee.
 - ii. Communications only: In conjunction with the PharmPAC IT Workgroup, promote and ensure USPHS pharmacist participation in the IT Chartered Advisory Committee (ICAC) by selecting an ICAC Voting Member from the Category, and ensuring volunteers for the ICAC's "PHS 508 Workgroup".
 - iii. Readiness only: Ensure pharmacy category participation in the Cross-Category Readiness Workgroup (CReW).

Activity Lead

- A. Eligibility/Selection: Selected by the Chair and filled by voting members or voting member alternates.
- B. Term: One year.
- C. Term Limits: Concurrent with term.
- D. Responsibilities:
 - a. Ensure the completion of assigned, and other sub-committee activities', requirements based on their overall goals listed under "III PharmPAC Sub-Committees, Activities, and Workgroups", through direction of Sub-Committee Coordinator, any established tasklists, objectives established within PharmPAC Annual Reports, and input received from the Category. Ultimately accountable for assigned Activity/Activities, but also for sub-committee performance.
 - b. Serve as Category SME for the Activity, knowing and responsible for its CCMIS website links/information, MAX page links/information, associated listserv(s), and workgroup.
 - c. Review all meeting minutes for accuracy within seven days of the meeting, or before they are finalized, whichever is sooner; ensure the General Meeting minutes "Useful Information" is relevant and updated, especially the Contacts and Calendar.
 - d. Maintain and follow activity SOP, if established.
 - e. Complete activity's [Annual Report and Metrics](#) responsibilities.

Executive Secretary

- A. Eligibility/Selection: Appointed by the Chair. Can be a voting member or ex-officio.
 - a. Requirements:
 - i. Supervisor approval, once appointed.
 - ii. Member of the pharmacy category.
 - iii. Able to attend the scheduled meetings.
 - b. Desired Qualities:
 - i. Previous PharmPAC Service and/or General Meeting attendance/knowledge.
 - ii. Highly organized.
 - iii. Able to work with a large variety of officers and personnel from a diverse set of Agencies, while under firm deadlines.
 - iv. Public Speaking Skills.
 - v. Proficiency or willingness to learn, 508 Compliance, Excel, Federal Plain Language Initiative, Word, NIH Listserv, and MAX.gov.
- B. Term: One year, concurrent with Chair.
- C. Term Limit: There shall be no limit on the number of terms that an individual may serve as the Executive Secretary.
- D. Responsibilities
 - a. Draft in real-time on MAX, collate/ensure edits are made, finalize, disseminate via listserv, and post to the website all meeting minutes per "[Minutes](#)" requirements listed in the SOP and as directed by the Chair.
 - b. Facilitate drafting of the Business Meeting's and General Meeting's Agendas
 - i. Approximately one month prior to each scheduled Business Meeting and General Meeting, respectively, update that meeting's agenda on MAX.gov to allow creation of agenda for upcoming meeting.
 - ii. One week prior to each Business Meeting and General Meeting, respectively, send email to the PharmPAC listserv to remind members to update the agenda with a recommended cut-off of two days prior to the scheduled meeting.
 - iii. With Teleconference Coordinator, ensure PharmPAC's Teleconferencing and Meeting Room are arranged and placed in Agenda.
 - iv. One day prior to each scheduled meeting, disseminate the completed agenda with any attachments via the respective listserv (Business Meeting → PharmPAC@list.nih.gov; General Meeting → PHS-Pharmacists@list.nih.gov).
 - c. Maintain and disseminate, or post, the PharmPAC's Contact List as directed by the Chair.
 - d. Assist the Chair in fulfillment of the Chair's duties as requested by the Chair, including serving as Acting Chair during instances of the Chair's and Chair-Elect's absences.
 - e. At the beginning of the Operational Year obtain the new PharmPAC roster, with the Voting Members and Voting Member Alternate names and e-mails, from the PharmPAC Membership Lead to update the member information within the following as soon as possible:
 - i. Agendas: Business and general meeting.
 - ii. Listservs: In conjunction with the outgoing and incoming Listserv Assistance and Maintenance Leads, ensure that the PharmPAC, PHS-Pharmacists, PHS-Rx-Jobs, and PHS-Rx-Students listservs are updated so that the "Owner", "Owner Quiet", "Editor", and "Moderator" lists match the requirements set forth in Part XI-D, reflecting the PharmPAC roster for the Operational Year. Shall ensure that new "Owners"/"Owner Quiet" are added BEFORE removing old "Owners"/"Owner Quiet".
 - iii. MAX PharmPAC Members Page Permissions.
 - iv. Minutes: Business and general meeting.
 - f. Forward all PHS-Pharmacist listserv distribution requests to the Listserv Activity Lead.
 - g. Complete activity's [Annual Report and Metrics](#) responsibilities.
 - h. Provide orientation and training to new Executive Secretary.

Teleconference Coordinator

- A. Eligibility/Selection: Appointed by the Chair, with consent of the PharmPAC.
- B. Requirements: Not a current PharmPAC voting member. Access to toll-free teleconferencing as well as the ability to reserve the in-person meeting location.
- C. Term: One year.
- D. Term Limits: There shall be no limit on the number of terms that an individual may serve as the teleconference coordinator.
- E. Responsibilities:
 - a. Provide toll-free teleconference phone number, and in person meeting room, for PharmPAC meetings.
 - b. Provide meeting details to the PharmPAC Executive Secretary, upon request.
 - c. Complete activity's [Annual Report and Metrics](#) responsibilities.

Workgroup Leads

- A. Eligibility/Selection: Chosen by the specific sub-committee's voting members and alternates by a vote. The PharmPAC Chair shall provide a tie breaker vote. If falls under the Leadership Group, then shall be decided by the Chair, in consultation with the PharmPAC.
- B. Term: Depends on activity/workgroup.
- C. Term Limits: Depends on activity/workgroup, generally not to exceed six years.
- D. Responsibilities
 - a. Ensure workgroup is of sufficient size and skill to accomplish its mission.
 - b. Assist activity lead in recognizing volunteers via the PharmPAC's Award Process.
 - c. Ensure provision of information upon request for the [PharmPAC Annual Report and Metrics](#).
 - d. Assist activity lead in maintenance of that activity's SOP and Organizational Chart.

Volunteers

- A. Eligibility/Selection: Selected by sub-committee or workgroup.
- B. Term: Per Position Description/Activity SOP.
- C. Term Limits: Per Position Description/Activity SOP, but generally not to exceed six years.
- D. Responsibilities:
 - a. Maintain Basic Readiness.
 - b. Submit letter of intent, curriculum vitae (CV), and supervisor approval, if requested, to activity lead.
 - c. Adhere to all applicable governing documents and lawful instructions.
 - d. Understand the Volunteer Position Description, if established, the PharmPAC sub-committee and activity the position falls under, and the activity SOP.
 - e. Other duties as assigned by activity SOP, activity lead, and/or workgroup lead.

V. PharmPAC Operations

Operational Year

The PharmPAC's Operational Year (OpYear) shall be from 25 October XXXX to 24 October XXXX+1, to allow incoming members to begin their OpYear in time for the business meeting preceding the November general meeting.

Meetings – Scheduling, Agenda, and Minutes

The PharmPAC has restricted business meeting and open general meetings, most of which are regularly scheduled in advance. Unscheduled meetings, only at the behest of the CPO, Chair, Chair-Elect, or Quorum of Voting Members, may called, albeit rarely. Absences from unscheduled meetings shall not count towards attendance requirements.

- A. Business Meetings
 - a. Will generally be the last Thursday of every month from 1300 ET until 1400 ET, except December and June, when there are no regularly scheduled business meetings. In the event that this date is a Federal Holiday the PharmPAC Chair shall make the determination.
 - b. Restricted to CPO, PharmPAC Chair, PharmPAC Chair-Elect, voting members, voting member alternates (VMAs), Executive Secretary, JOAG Liaison, and any other person allowed by the PharmPAC Chair.
 - c. Calendar invite, meeting agenda, and any applicable meeting materials shall be sent over the PharmPAC@list.nih.gov listserv by the Executive Secretary prior to the meeting.
- B. General Meetings
 - a. Will generally be the first Thursday of every month from 1300 ET until 1430 ET, except January and July, when there are no regularly scheduled general meetings. In the event that this date is a Federal Holiday the PharmPAC Chair shall make the determination.
 - b. Shall be open to the Category, with an open forum period.
 - c. Calendar invite, meeting agenda, and any applicable meeting materials, shall be sent over the PHS-Pharmacists@list.nih.gov by the Executive Secretary prior to the meeting.
 - d. Consider hosting one or two presentations pertinent and timely to the category.
- C. Changing Meeting Day/Time Rules
 - a. If necessary, shall be done by updating the SOP, after assessment and discussion with PharmPAC members.
- D. Agendas and Meeting Background Materials
 - a. Should be provided to meeting attendees in advance of all scheduled meetings.
 - b. Agenda items may be provided by any person, but final approval, including order, is granted by the PharmPAC Chair.
 - c. Business Meeting agenda items should include: Topic, name of speaker, estimated amount of time required. The agenda items shall be arranged by subcommittee and include as much detail of what is to be covered as feasible.
 - d. General Meeting agenda items should include: Topic, name of speaker, and estimated amount of time required. Format of the agenda determined by the Chair with PharmPAC consultation.
- E. Minutes
 - a. Required to be written, distributed, and stored in a readily accessible manner for any meetings.
 - b. Drafted by the Executive Secretary.
 - c. Shall be reviewed by the PharmPAC and considered final after the comment/edit window has passed.
 - d. All meeting minutes should include the Type of meeting (“General”, “Business”, or whatever descriptor best applies as determined by the PharmPAC), Call to Order Time, Voting Member Attendance Roster, Action Items (that clearly state what the action item is, who is to do it, and by when), Presentation Name(s) and Presenter(s) (but not summary of presentation), and Adjournment Time.

Decision-Making

PharmPAC is a deliberative and action-oriented body which must balance the needs of both, by carefully delegating decision making to the appropriate level within the PharmPAC’s organization. Any decision affecting just a single sub-committee’s operations does not require approval by the entire PharmPAC, but the associated discussion may be presented or include the PharmPAC for wider input. Any decision that affects more than one sub-committee’s operations, or the Category, generally requires approval by voting. Some items have specific approval mechanisms:

Always Require PharmPAC Voting	Always Requires CPO Review	Always Requires Non-PharmPAC Approval ¹
Annual Report PharmPAC Charter PharmPAC SOP PharmPAC Honor Award SOP PharmPAC Honor Award Selections PharmPAC Voting Member Selections Pharmacists Leading the Way Items forced by Voting Members	CV/OS Guidance ² Pharmacists Leading the Way PharmPAC Charter ³ PharmPAC Honor Award SOP PharmPAC Honor Award Selections	CV/COER Guidance ² Pharmacists Leading the Way ⁴ PharmPAC Charter (by OSG) Promotion Benchmarks ²

1-Could be via formal approval or “vetting” (i.e. a general consensus reached)

2-Do not require PharmPAC voting; instead requires input and consensus from a broad group of senior officers with promotion board experience.

3-Cover sheet filled out by CPO required to be submitted with proposed Charter to OSG

4-Must meet the Division of Systems Integration (DSI) standards for posting to USPHS.gov

PharmPAC voting members should attempt to minimize the number of individual votes required of the PharmPAC by placing documents in “draft” status to allow the voting members ample time to review and edit through an open comment window. The need for a vote, the process used, and the time will be decided upon by the Chair in consultation with the requesting voting member, without imposing undue delay. When voting is required, the Chair can adjust the voting composition, if in question. Voting members have the option to force a vote during a business meeting’s open forum, provided there is sufficient time remaining, by proposing a motion to vote on an item, and with a second needed to carry the motion. The Presiding Chair retains the right to determine the final voting process.

Generally, the PharmPAC votes via the Electronic Vote method. A quorum exists when 50 percent of the PharmPAC’s voting membership is physically or electronically assembled. A voting member alternate attending in lieu of the voting member will be counted in determining the quorum requirement. A quorum is required for all voting situations. In the rare instance where the Presiding Chair has determined it is appropriate to vote without a quorum a simple majority is used.

A. Electronic Vote

- a. Occurs between meetings.
- b. Requires ≥90% of voting members, or their alternate(s), to provide a vote by the established deadline. In the extreme circumstance that one or more voting members or his/her/their alternate(s) cannot provide a vote, then the vote is still considered valid as long as more than 50% of the voting membership, or alternate, has provided a vote.
- c. Where there is more than one upcoming electronic vote, the Executive Secretary should “batch” the votes into a single e-mail, webpage, or system, so long as delayed vote will not significantly impact orderly running of the PharmPAC, Category, USPHS, etc.
- d. Consisting of: Clear description of what is being voted on, voting choices (e.g. “Approve”/“Disapprove”), website/link to enter vote OR point of contact to send vote (e.g. e-mail), and deadline (date & time).
- e. The item is considered approved by simple majority of the voting results.

B. Simple Vote (no dissent)

- a. Occurs during meetings.
- b. Must have quorum.
- c. Consisting of: Clear description of what is being voted on, a motion to approve, a second to approve, and solicitation of any disapprovals/no votes.
- d. Item is considered approved if no dissension, otherwise, will have to use a different voting method.

- C. Roll Call Vote
 - a. Occurs during meetings.
 - b. Must have quorum.
 - c. Consisting of: Clear description of what is being voted on, motion to approve, second to approve, member by member vote that is recorded in minutes by the Executive Secretary.
 - d. Item is considered approved if the simple majority of the present quorum votes “yea”.

Annual Report and Metrics

The PharmPAC is required to provide information to the PAC Chairs Group, CPO, CPO Board, and Office of Surgeon General on its activities and accomplishments. All PharmPAC members and volunteers are expected to provide the following items for their given role(s):

- A. Objectives: Within 30 days of the start of the current OpYear in the appropriate [Annual Report](#) draft.
- B. Accomplishments: Throughout the OpYear, regularly place accomplishments, if any, within the draft [Annual Report](#) version to be completed the November AFTER the current OpYear.
- C. Place ideas/initiatives that may not be achievable during current OpYear as an objective for the upcoming OpYear within the draft [Annual Report](#) version to be completed the November AFTER the current OpYear.
- D. [Metrics](#) data, at least annually.

Removal of PharmPAC Members and Volunteers

- A. Causes
 - a. Term limit based on the role’s term length.
 - b. Failure to maintain Basic Readiness.
 - c. Change from full time employment status as a Health and Human Services (HHS) Civil Servant (CS) or Commissioned Corps (CC) pharmacist.
 - d. Voluntary request initiated by member or volunteer for personal reasons or a jointly agreed upon decision between the member or volunteer, the associated leads and coordinator, as well as the Chair, when performance has been deemed insufficient for the position.
 - e. Censure (Involuntary Removal) may be invoked for the following reasons:
 - i. Insufficient Attendance
 - 1. Voting member not attending $\geq 75\%$ of all regularly scheduled meetings.
 - 2. Between voting member and voting member alternate not attending $\geq 90\%$ of regularly scheduled meetings.
 - ii. Failure to adequately perform in accordance with the PharmPAC SOP, activity SOP, or violation of law or policy, as determined by the workgroup lead, activity lead, sub-committee coordinator, and Chair.
- B. Process for Removal
 - a. Chair shall be notified when identification by a PharmPAC member or volunteer has occurred.
 - b. Oral Counseling: The individual shall be orally counseled first by their immediate lead by informing them of the identified problem and provided sufficient opportunity to correct it. PharmPAC members and volunteers shall also be reminded of his/her responsibilities within the applicable SOP(s).
 - c. Formal Corrective Action Plan: If insufficient improvement in the identified problem has been noted, then a formal corrective action plan shall be developed by the immediate lead. The corrective action plan shall include a detailed description of the identified problem(s), date of the counseling, and corrective action to be taken.
 - d. Censure: If the PharmPAC member or volunteer has not met the terms of the corrective action, then the lead shall provide the Administration co-leads the PharmPAC member’s or volunteer’s name for the purpose of a censure vote by the voting members. In the case the person to be voted for censure is a voting member, then that voting member shall not vote.
 - e. Second Censure: If censured twice, and the person is a voting member, then his/her name and corrective action plan shall be forwarded to the CPO and OSG for possible removal from the PharmPAC. If removal is recommended, then the other voting members shall have a removal vote. If voted to be

removed, then the voting member shall be removed from the roster and the respective OpDiv/StaffDiv Head or USPHS Liaison shall be notified. If a volunteer is censured twice, then the volunteer shall be automatically removed from the roster. In all cases, associated access rights shall be terminated.

- f. If the voting member does not agree with the PharmPAC's decision, then that member may appeal the PharmPAC's decision directly to the Surgeon General. If appeal granted in the voting member's favor, then the voting member shall be added back to the roster and the respective OpDiv/StaffDiv Head or USPHS Liaison shall be notified. If during the appeal the voting member had missed any regularly scheduled meetings, then these shall not count against attendance requirements. Volunteers may opt to re-apply for any freely available volunteer positions.

VI. PharmPAC Award and Recognition Standards

General Standards

Since the PharmPAC is a volunteer organization with a large mission and reach, it is important to recognize and award the groups and individuals necessary for its functioning and success, as well as establish criteria for determining the appropriate recognition and approval level applicable to all Category members. The PharmPAC uses a mix of strategies for recognition including use of the PHS Honor Award system, internal recognition practices, and provision of information about professional organization awards. PharmPAC Award Standards must align with the official policies for PHS Honor Awards included in Commissioned Corps Instruction CC511.01. Award approval is made by the Commissioned Corps Awards Board (CCAB), and is contingent upon the delineation of Scope of Impact, Level of Achievement, Length of Time, and Leadership exhibited during the completion of the activity. PharmPAC uses a broad Award Level classification to help determine the recognition most appropriate:

	Level of Achievement	Length of Time	Award/Recognition
Level 1	Effort made but goals or outcomes not achieved. Did not maintain Activity's status quo.	Defined term not completed; short time frame	CoA or LoA might be awarded.
Level 2	Goals or outcomes achieved. Maintained Activity's status quo.	Defined term completed; average time frame	CoA or LoA shall be awarded.
Level 3	Goals or outcomes surpassed. Improved from Activity's status quo.	More than one defined term completed; continued with activity beyond average time frame	CoA or LoA shall be awarded PHS Honor Award, PharmPAC Honor Award, or outside award nomination may be considered.

- CoAs and LoAs should include the awardee's rank, name, position, applicable time frame, and a short description of objective accomplishment(s).
- In most cases, the PharmPAC Chair should sign CoAs, LoAs, and PHS Honor Award nominations for PharmPAC-related scope of impact. For activities whose scope of impact goes beyond the PharmPAC, then the CPO will be requested to be the signatory. If CPO unable, then the Chair can serve as signatory.
- PHS Honor Award and Special Assignment Activity Awards (SAAs) shall be submitted to the appropriate process by the Administration sub-committee and tracked by the CPO's special assistants wherever possible.
- For group awards, it is important that each member demonstrates his/her specific contribution to the group.
- Generally, the PharmPAC should not nominate an individual or group, or provide recognition, multiple times for the same activity during the same time frame. The major exception is the case where CoAs or LoAs have been provided as recognition of service for termed positions and the recipient(s) have been also nominated for a PHS Honor Award.
- Activity leads, or nominators, for Awards or Recognition for service during a termed position shall determine the award level upon completion of the term.

Specific Situations

This section delineates common, specific recognition procedures, but do not supersede the General Standards above.

- A. PharmPAC Voting Members
 - a. Receive the Special Assignment Award (SAA) for PharmPAC-related activities if fulfill the current SAA requirements. There is a limit of one SAA granted per PharmPAC term.
 - b. Receive a Welcome Letter signed by the PharmPAC Chair at the beginning of each term.
 - c. Receive a Certificate of Achievement signed by the PharmPAC Chair at the end of each term.
- B. PharmPAC Voting Member Alternates
 - a. Receive a Welcome Letter signed by the PharmPAC Chair at the beginning of each term.
 - b. Receive a Certificate of Achievement signed by the PharmPAC Chair at the end of each term.
- C. PharmPAC Chair
 - a. Receive a Welcome Letter signed by the outgoing PharmPAC Chair at the beginning of each term.
 - b. May request to receive a Certificate of Achievement signed by the CPO at the end of each term as Chair.
 - c. May submit a write up for a Commendation Medal after fulfillment of term from the CPO but must adhere to PHS Awards policy.
- D. PharmPAC Executive Secretary
 - a. Receive a Welcome Letter signed by the PharmPAC Chair at the beginning of each term.
 - b. Receive a Certificate of Achievement signed by the PharmPAC Chair at the end of each term.
- E. Liaisons
 - a. Receive a Welcome Letter signed by the CPO at the beginning of each term.
 - b. Receive a Certificate of Achievement signed by the PharmPAC Chair at the end of each term.
- F. Delegates and Alternates
 - a. Receive a Welcome Letter signed by the CPO at the beginning of each term.
 - b. Receive a Certificate of Achievement signed by the PharmPAC Chair at the end of each term.
- G. PharmPAC Perspectives
 - a. Volunteers, to include the article editors and final copy editor
 - i. Volunteers will receive a welcome letter signed by Activity Lead at beginning of term, if terms established.
 - ii. Volunteers will receive Certificate of Achievement signed by the PharmPAC Chair at the end of each term.
 - b. Contributor recognition includes the listing of their name with the article.

VII. Nomination and Selection Process for Voting Members

- A. Representation Considerations shall apply to all Members and Volunteers
 - a. Agency: All Agencies with CC pharmacists should be offered representation by the PharmPAC.
 - b. Geography: Both the Washington, DC area and other areas of the nation must be represented on the PharmPAC.
 - c. Gender and Race: Every effort will be made to ensure that the PharmPAC does not consist (1) entirely of men or entirely of women or (2) entirely of one race, as long as no selection is made to the PharmPAC solely on the basis of gender or race. Race and gender requirements cannot be satisfied simultaneously by a single voting member.
 - d. Professional Seniority: The PharmPAC will make every effort to have, at a minimum, one voting member who at the time of their appointment to the PharmPAC has at least 11 years of experience as a pharmacist.
- B. Pro Tempore Status: Occurs if the Voting Member changes OPDIV during his/her term of appointment to the PharmPAC. If given supervisor approval from the new OPDIV, then he/she will be allowed to participate until the end of the Operational Year. Selection of a replacement member shall depend on the Pro Tempore Voting Member's start date at the new OPDIV and its relation to the annual voting member nomination window:
 - a. If the start date is before the beginning of the next annual voting member nomination window, then the position will be included in the next annual nomination window. The replacement member will then

begin his/her term on the first day of the next Operational Year. The length of term shall be at the discretion of the CPO, Chair, and Administration Sub-Committee.

- b. If the start date is during or after the annual voting member nomination window, then it shall be at the discretion of the CPO, Chair, and Administration Sub-Committee.

C. Voting Member Roster Size and Vacancy Determination

- a. The PharmPAC voting member roster shall be maintained at no more than 30 pharmacists.
- b. OpDiv/StaffDiv Roster Counts of CC Pharmacists will be reviewed by the Administration Sub-Committee 30 days prior to the call for nominations to determine how many nominations will be needed to maintain the PharmPAC voting member roster at the desired size and representation ratios. Pharmacists already represented by another PAC (e.g., individuals with degrees in Pharmacy and Medicine can only be represented by one PAC) will not be counted when assessing the total number of pharmacists in their OpDiv/StaffDiv for purposes of representation. Pharmacists who are appointed to the PharmPAC will continue in that capacity for their normal three-year period regardless of whether the total number of pharmacists in their OpDiv/StaffDiv drops below any minimum threshold during that time.
 - i. HHS/PHS OpDivs/StaffDivs: The roster count will include all CC pharmacists who can be identified as meeting the pharmacist appointment criteria. St. Elizabeth's CC pharmacists are counted towards SAMSHA's representation ratio.
 - ii. Non-HHS organizations: includes CC pharmacists from the Federal Bureau of Prisons, Coast Guard, Immigration and Customs Enforcement, Tricare Management Activity, Department of Defense, Office of the Secretary, and any other non-HHS organization determined eligible by vote of the PharmPAC upon updating the SOP or during the Nomination Window.

D. Representation Ratios:

- i. 0-9 CC pharmacists: 0 (see "Ex-minimus Members" below)
- ii. 10 – 60 CC pharmacists: 1 voting member
- iii. 61 – 100 CC pharmacists: 2 voting members
- iv. 101 – 200 CC pharmacists: 3 voting members
- v. 201 – 300 CC pharmacists: 4 voting members
- vi. 301 – 400 CC pharmacists: 5 voting members
- vii. 401 – 500 CC pharmacists: 6 voting members
- viii. 501 and above CC pharmacists: 8 voting members

- E. Ex-minimus Members: USPHS and non-HHS organizations staffed by less than 10 USPHS CC pharmacists will have their total number of eligible CC pharmacists combined for purposes of determining PharmPAC representation using the above ratios. For example, if the total number of combined eligible CC pharmacists staffing the Ex-minimus OpDivs/StaffDivs is 61, then those OpDivs/StaffDivs will have two voting representatives on the PharmPAC. No two Ex-minimus Voting Members should be from the same OpDiv/StaffDiv at any given time, unless the only candidate(s) for membership are from the same OpDiv(s)/StaffDiv(s).

F. Solicitations

- a. The Administration Sub-Committee is responsible for coordinating the entire nomination process and will adhere to any policies/guidelines put forth by OSG concerning PAC membership including, but not limited to, required forms, approvals, and timelines.
- b. This nomination process is 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 Voting Member.
- c. Annually, the PharmPAC will solicit, through the PharmPAC listserv, minutes, newsletters, and other appropriate means, nominations for current and future vacancies on the PharmPAC from all individuals in the category.
- d. Self-nominations will be both permitted and encouraged for Voting Member positions.
- e. The name(s) will be transmitted by the Administration Sub-Committee lead to the nominee's respective OpDiv/StaffDiv Head or liaison that may endorse the nominee(s) recommended or provide alternate or

additional nominations meeting the general representation requirements demonstrated by the original nominee(s).

- f. OpDiv/StaffDiv supervisor concurrence is only valid for one year from the date concurrence is given for the purpose of being eligible for selection to the PharmPAC. If not selected, then the nominee will need to get a new supervisor concurrence for the next nomination window. If selected, then this concurrence will be considered valid for the entirety of the voting membership term.
 - g. The OpDiv/StaffDiv Head response will be reviewed by the PharmPAC, and a final list of nominees will be sent by the Administration Sub-Committee co-leads through the CPO to the Surgeon General for approval.
- G. Every attempt should be made to have Voting Member nominations staggered over the three-year term so that approximately one-third of the members' terms will expire annually.
- H. Multiple Applicants for an opening will comprise that OpDiv's/StaffDiv's Voting Member Applicant Pool.
- a. Nomination materials will be made available to PharmPAC Voting Members for review and selection by voting.
 - b. Under the discretion of the PharmPAC Chair and CPO, if the Chair and Administration Sub-Committee determine there is a need to hold a meeting to discuss candidates, then the Administration Sub-Committee Co-Leads may convene a nomination subcommittee with the following structure:
 - i. The subcommittee will consist of only current PharmPAC Voting Members.
 - ii. At least 1/3 of the PAC members will be represented.
 - iii. The subcommittee will perform a first round review and discussion of the nominations.
- I. If a PharmPAC Voting Member-Select changes OpDiv/StaffDiv prior to beginning his/her term, then a new Voting Member-Select shall be selected from the vacated OpDiv's/StaffDiv's Voting Member Applicant Pool via any of the following pathways as determined by the CPO and/or PharmPAC Chair.
- a. If no other applicants, then that position will be vacant until the next year.
 - b. If only one other applicant, then that applicant will fulfill the term.
 - c. If more than one other applicant, then the applicant who receives the next highest number of votes will be selected if he/she has at least one vote and 50% more votes than the next-ranked applicant below him/her. If this difference in votes does not prevail, or there is a tie, then a re-vote by the PharmPAC Voting Members shall be held.

VIII. PharmPAC Communication Standards

Communications made by the PharmPAC are subject to the official and unofficial review of hundreds, if not thousands, of individuals (e.g. social media by the general public and moderators), and as such, should adhere to these communication standards. These standards apply to any user of any PharmPAC-associated distribution channel ("Channel") and to any audiovisual materials distributed by any of these Channels. This includes, but is not limited to, listservs, websites, social media, e-mail, presentations, and teleconferences. Some content may be considered widely available (distributed to an audience from more than one Agency or the general public). "PharmPAC-associated" distribution channels include any method of disseminating audiovisual materials managed by any PharmPAC member or volunteer.

General Principles

All PharmPAC content, where required by regulation, will adhere to the Federal Plain Language Initiative, 508 compliance, and the PharmPAC's "Common Content Criteria":

- A. **Appropriate:** Positive, original content (except reminders) that applies to most of the intended audience and does not promote legislative activities or promote an Agency, Non-Governmental Organization, or Category over another. Copyrights shall be respected. Photo release forms are required for publication of pictures of any non-USPHS individuals.
- B. **Correct:** Information should be true (based on a collection of high quality scientific evidence, where applicable and possible), accurate, grammar-checked, and spell-checked, following any applicable formatting guidelines, and using primary literature references, where necessary, and possible.
- C. **Clear (Clarity):** Information will have a clear purpose or goal.

- D. **Concise:** Information should have a clear purpose or goal, with any filler words or extraneous sentences removed.
- E. **Concrete:** Information will provide scientific facts and/or action items.
- F. **Coherent:** Information will provide a logical connection between the clear purpose or goal and the facts and/or action items.
- G. **Complete:** Information will provide all of the information a user would need to take the appropriate action (what, who, when, how).
- H. **Courteous:** Information will be friendly, honest, open, and use all appropriate titles.

Content will generally fall under the following categories: “Pre-Approved”, “Conditionally Approved”, “Need Approved”, and “Not Approved”.

- I. **Pre-Approved Messages:** messages that may be handled automatically, only in the manner directed in this section, by designated individual(s), if any, and only once requested or dictated by SOP:
 - a. Messages from the OSG or Secretary of HHS shall be sent to any channel(s) requested by OSG or HHS, definitely including PHS-Pharmacists@list.nih.gov.
 - b. Recurring messages related to, and necessary for, the recurring business of the PharmPAC generally do not require PharmPAC Chair approval, if the message remains the same, or very similar to previous versions, and is being delivered via the same or more narrow selection of previously used channel(s). This includes:
 - i. CPO Updates.
 - ii. PharmPAC Meeting Invites and Minutes.
 - iii. PharmPAC Announcements, including Honor Awards, Category Day, and the Symposium.
 - iv. Sub-committee, activity and workgroup updates/ surveys/ questionnaires/ product delivery/ service announcements/ educational opportunities (e.g. webinars by NCPS or Topics in Public Health)/ readiness reminders.
 - v. Vacancies, training, deployments, or TDYs open to all PHS Pharmacists.
 - c. Messages from other PACs or CAGs that would apply to at least half of the Category may be sent to any combination of the following:
 - i. PHS-Pharmacists@list.nih.gov, preferably as a digest with other messages, if this would not cause the message to contain expired information or past due dates.
 - ii. Social Media.
 - d. Links to articles published in widely available medical or pharmacy journals or magazines with at least one USPHS author and publicly available without cost should be sent to any combination of the following:
 - i. PHS-Pharmacists@list.nih.gov
 - ii. PHS-Rx-Students@list.nih.gov
 - iii. Social Media.
 - iv. PharmPAC Perspectives.
 - e. Joint Federal Pharmacy Services (JFPS) meeting announcements.
 - f. Disease or Public Health Awareness campaigns may be sent over Social Media.
- J. **Conditionally-Approved Messages:** Messages not specifically categorized as “Pre-approved” that may be sent after clearance from the designated approver listed below. This list is not all-inclusive, but if a message type is included here, then the overseeing PharmPAC sub-committee should attempt to follow the recommendations listed.
 - a. New issuances by sub-committees, activity leads, or workgroups will be forwarded to the respective sub-committee coordinator for clearance.
 - b. Links or articles from specific federal agency channels will be forwarded to the PharmPAC Perspectives workgroup for clearance.
- K. **Not Approved:** Messages that should not be distributed.
 - a. Messages pertaining to only a single Agency or small geographic area (i.e. regional).

- b. Annual Interagency Institute for Federal Health Care Executives Training Course – nominees are selected by CPO and notified personally.
 - c. Dialog/Conversations, except where specifically allowed (e.g. PharmPAC Members listserv).
 - d. Messages from Commissioned Officer Association (COA) for COA activities.
- L. **Needs Approved:** Messages not falling under the other categories require Chair approval.

Listservs

- A. General listserv principles
 - a. For official government use only.
 - b. Content should follow the established template in use for the specific listserv.
 - c. Attempt to reduce average message volume to no more than one listserv message per day, using any combination of the following strategies:
 - i. Digest: Combine multiple messages into a single message; clearly delineating where one message ends and the next begins. Alternatively, queuing messages and sending as a group of separate e-mails once or twice a week.
 - ii. Delay a message until a further date, giving preference to the message with the most urgent information, based on impact to people and due dates.
- B. PHs-pharmacists@list.nih.gov
 - a. Subscribers
 - i. Goal is to have all PHS Pharmacists subscribed.
 - ii. Restrictions: Should only include current or retired federal employees. To facilitate this, subscription settings shall be “By Owner” with “Confirm”. New subscription requests shall be granted automatically if the requestor is subscribing with a “.gov” e-mail address. If not a “.gov” e-mail address, then further confirmation by the listserv lead is required to verify the appropriateness of the requestor.
 - iii. Upon notification, the Communications Sub-Committee should automatically add all new pharmacists (e.g. CADs) as a subscriber using his/her Agency/Official e-mail.

Social Media

- A. Should adhere to [the HHS Social Media Policy](#).

IX. Continuity of Operations, Information Technology, and Contingencies

The Model PAC Charter, and government regulation, requires thorough record-keeping by government on government systems. All effort will be made by the PharmPAC and related workgroups to ensure that records are maintained in a readily accessible manner to those with proper authority to review them, with at least a primary record-keeping system and at least one back-up record-keeping system. Any chosen back-up record-keeping system should be geographically and operationally separate from the primary record-keeping system. These requirements are satisfied by drafting/finalizing items on MAX.gov, distributing final materials through PharmPAC listservs (e.g. PHS-Pharmacists@list.nih.gov), and posting the final items to the PharmPAC website (e.g. CCMIS).

The PharmPAC also works with other PACs and CAGs on information technology (IT) related issues. The PharmPAC should ensure prompt nomination of sufficient Voting Member representation to the Information Technology Chartered Advisory Group (ICAC) when requested by the ICAC. Nomination preference should be given to officers with a proven track record of success in serving on the PharmPAC’s IT workgroup.

Some PharmPAC items have specific record standards:

- A. PharmPAC Voting Member Voting Records will be restricted to Voting Members assigned to the Administration Section, PharmPAC Chair, and PharmPAC Chair-Elect. View rights will be reviewed and updated annually to ensure proper access at the beginning of every Operational Year.
- B. PHS Pharmacist Directory/List: Maintained on CCMIS and by the maintenance of the PHS-Pharmacists listserv.

- C. MAX PharmPAC Member pages shall be restricted to PharmPAC Members (Voting Members, Voting Member Alternates, and Ex-Officios).
- D. Listservs maintained by the PharmPAC and its Workgroups should be listed in the business meeting minutes, with any related record-keeping requirements.

X. SOP Revisions

- A. Does not need to include minor edits, but any change in procedure or language.
- B. 2016-2017 Changes from previous version:
 - a. Major condensing of sub-committee, workgroup, and activity language by making the language applicable to all levels of the organization.
 - b. Greatly expanded the roles/responsibilities to better orient newer members.
 - c. Clarified many of the Activity Goals.
 - d. Expanded guidance on the PharmPAC's "Decision-Making" process.
 - e. Expanded potential pool of those eligible to be Chair-Elect/Chair.
 - f. Expanded Recognition to include "Specific Situations".
 - g. Removed Technical Reference Manual (TRM) portion and made it into a separate document to reduce relative file size AND reduce confusion on what can and cannot be changed without PharmPAC approval.
 - h. Changed Operational Year from 1 Nov-31 Oct to 25 Oct-24 Oct. This will allow the new roster of PharmPAC members discuss the following week's General Meeting items during the end of October business meeting.
- C. 2015-2016 Changes from previous version:
 - a. Added these sections to the document: General Operational Information, Individual Roles and Responsibilities, PharmPAC Sub-Committees, PharmPAC Workgroups, PharmPAC Communication Standards, PharmPAC Award and Recognition Standards, Contingencies and Continuity of Operations, Revision History, and Technical Reference Manual.
 - b. Liaison language removed (being placed into a Liaison SOP).
 - c. Nomination Timeline Removed with language added to defer to OSG guidance pertaining to PAC nomination.
 - d. Nomination rules updated with some instructions on if a person selected to the PharmPAC changes OpDiv/StaffDiv prior to starting his/her OpYear (Section IV-f).
 - e. Unexpired Voting Member term language removed as must defer to the Charter's language, which states "should the need arise to fill an unexpired term of a voting member, the vacancy shall be filled through the annual nomination process".
 - f. Added language to account for the review of nomination materials by PharmPAC Voting Members and selection by voting.
 - g. Changed PharmPAC "Sections" to "Sub-Committees" to clarify relationship to committee structure.
 - h. Changed PharmPAC "Activities" to "Workgroups" to emphasize use of volunteer workgroups in meeting the PharmPAC's objectives.
 - i. Integrated 2015 White Paper recommendations into the Sub-Committee and Workgroup functions.

Approved _____ Date _____

Attachment A: PharmPAC Activity Mini-SOP Worksheet

Can be used by Activity Leads to organize Activity Tasks.

Activity: _____

A. Activity Purpose¹: _____

B. Required Items/Principles:

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____

C. Objectives (as placed in Annual Report)

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____
- g. _____
- h. _____

¹Creation or modification of a PharmPAC sub-committee, activity, or workgroup shall only be done if a current Sub-Committee, Activity, or Workgroup, within the PharmPAC or within other PAC/CAG/CMAGs (such as JOAG or the PAC Chairs Group), cannot adequately accomplish, or is not adequately accomplishing the desired goal, as based on a thorough analysis of similar resources presented to the PharmPAC.

D. Tasklist – sorted by Start Date from the beginning of the Operational Year

#	Start Date	Complete By	Est. Time*	Directions**
	11/1/XXXX	Continuous	60	Edit, as needed, this Activity’s SOP on MAX: {INSERT MAX LINK HERE}
	11/1/XXXX	11/7/XXXX	15	Finalize Highlights/Accomplishments for Activity from previous OpYear into Annual Report on MAX .
	11/1/XXXX	11/30/XXXX	30	Finalize Objectives for Current OpYear into Annual Report on MAX .
	9/1/XXXX	10/31/XXXX	15	Enter Highlights/Accomplishments for Activity from current OpYear into Annual Report on MAX .
	9/1/XXXX	10/31/XXXX	15	Enter applicable metrics into the PharmPAC Metrics sheet found on MAX .
	10/1/XXXX	11/7/XXXX	30	Enter Objectives for Activity for next OpYear into Annual Report on MAX

*Estimated time, in minutes, of hands-on work necessary to complete. **Should be sufficient for successful completion by anyone unfamiliar with the task.

E. Associated Resources

- a. CCMIS Website: _____
- b. MAX URL: _____
- c. Listserv E-Mail: _____
- d. Workgroup: N/A or Name of Workgroup: _____

Appendix B: PharmPAC Position Descriptions (PDs)

Sample PharmPAC Position Description

Position: PharmPAC Perspectives Lead Editor

Position Application Deadline: 10/31/2016

Term of Service: 1/1/2017-12/31/2017

Estimate Time Requirement: 2-3 hours per month. PLEASE NOTE: this is an estimate only and is determined by reported time requirements of past and current volunteers fulfilling the exact or similar roles, or based on expected workload.

Frequency of Deliverable(s): Quarterly (March, June, September, and December)

Pre-Requisites: Served on the PharmPAC Perspectives workgroup as an article editor, as a contributor, or layout and design. Proficient in, and have ready access to, Word and Publisher, have a knowledge of 508 compliance, Federal Plain Language initiative, as well as able to devote the estimated time required. Incumbent shall be organized and able to work with a large variety of officers from a diverse set of Agencies, while under firm deadlines.

Responsibilities: Incumbent shall be responsible for coordinating the editing and review of the PharmPAC Perspectives Newsletter draft and final copy on a quarterly basis during the 1 year term of service. This newsletter has a national distribution to more than 1400 subscribers to the PHS-Pharmacists listserv. Evaluation shall be by comments received concerning the newsletter as well as by Annual Survey results on the Category's perception of the newsletter's effectiveness and value.

Position Point of Contact: Assigned PharmPAC Voting Member or Voting Member Alternate Name and E-Mail Here

Selecting Body/Process: PharmPAC Communications Sub-Committee by vote. [any established selection process shall be objective, fair, and impartial.

APhA Federal Pharmacy Delegate

Position: PHS Federal Pharmacy Delegate to the American Pharmacist Association (APhA)

*2 Delegate positions are available

Position Application Deadline: 8/11/2017

Term of Service: 9/1/2017-9/1/2019

Estimate Time Requirement: 2-3 hours per month. Time commitment will increase leading up to and during the APhA Annual Meeting (March) PLEASE NOTE: this is an estimate only and is determined by reported time requirements of past and current volunteers fulfilling the exact or similar roles, or based on expected workload.

Frequency of Deliverable(s): Monthly (October-April)

Pre-Requisites: Good standing member of APhA at the time of appointment and throughout the designated term. Comfortable in ability to, research and write pharmacy based policy statements, speak in front of a large group, and represent PHS Pharmacy across the federal setting. Able to devote the estimated time required, attend pre-conference teleconferences, and attend the two APhA Annual Meetings within the designated term. Travel for the Annual Meeting will not be funded through the PharmPAC and the Officer must secure any reimbursement through their individual Agency or self-fund. Incumbent shall be organized and able to work with a variety of officers from a diverse set of Agencies/Services, while abiding by set deadlines.

Responsibilities: Incumbent shall be responsible for representing PHS Pharmacy as a Federal Delegate in the APhA House of Delegates (HoDs). This includes attending Federal Delegation teleconferences, drafting policy to be proposed at the HoDs, advocating for support of proposed policy, and voting on behalf of PHS. Delegates will coordinate responsibilities through the relevant PharmPAC association liaison to enhance communication with the PharmPAC, specifically the Administrative Section. During the first year of the term, the newly chosen delegate will serve as an alternate-delegate. During this time the Officer is expected to learn about the processes and procedures of the HoDs from the current delegate and through experience and involvement with APhA. An alternate-delegate is involved at the same level and carries the same responsibilities as the primary delegate; however, during official association meetings the alternate-delegate has no voting privileges. The alternate delegate should also be prepared to step in for the primary delegate under circumstances which prevent him/her from attending in person. The second year of the term, the alternate-delegate will transition to the role of primary delegate and serve as a mentor to an incoming Officer starting a new term.

Questions? Contact

Executive Secretary PD

Position: PharmPAC* Executive Secretary

Position Application Deadline: COB 30 September 2016

Term of Service: 11/1/2016 - 10/31/2017

Estimated Time Requirement: 3-5 hours per month. There is a 1 hour business meeting the last Thursday of most months and up to a 1.5 hour General Meeting the 1st Thursday of most months that need the presence of the Executive Secretary, for a total of 2.5 hours in meetings. Beyond this, the additional workload occurs in between meetings, such as getting the agenda drafted and distributed, double-checking the Conference Line, organizing online voting, plus whatever the Chair may request. PLEASE NOTE: this is an estimate only and is determined by reported time requirements of past and current volunteers fulfilling the exact or similar roles, or based on expected workload.

Frequency of Deliverables: Every few days to Weekly, depending on meetings and projects.

Pre-Requisites:

- Required: ability to attend the meetings, registered with MAX.gov (any federal employee can), supervisory approval, and PharmPAC Chair/PharmPAC okay.
- Preferred: Previous PharmPAC service, as a Voting Member, Voting Member Alternate, or Volunteer. In lieu of that, frequent General Meetings attendance or review of General Meeting minutes. Selectee shall be highly organized and able to work with a large variety of officers and personnel from a diverse set of Agencies, while under firm deadlines. Other desired attributes include ability to talk in front of a group and proficiency with Word, NIH Listserv, and MAX (or willing to learn). Knowledge of 508 compliance, Federal Plain Language initiative, as well as able to devote the estimated time required also useful.

Responsibilities: from the PharmPAC's Standard Operating Procedure:

- i. Draft in real-time on MAX, collate/ensure edits are made, finalize, disseminate via listserv, and post to the website all meeting minutes per "[Minutes](#)" requirements listed in the SOP and as directed by the Chair.
- ii. Facilitate drafting of the Business Meeting's and General Meeting's Agendas
 1. Approximately one month prior to each scheduled Business Meeting and General Meeting, respectively, update that meeting's agenda on MAX.gov to allow creation of agenda for upcoming meeting.
 2. One week prior to each Business Meeting and General Meeting, respectively, send email to the PharmPAC listserv to remind members to update the agenda with a recommended cut-off of two days prior to the scheduled meeting.
 3. With Teleconference Coordinator, ensure PharmPAC's Teleconferencing and Meeting Room are arranged and placed in Agenda.
 4. One day prior to each scheduled meeting, disseminate the completed agenda with any attachments via the respective listserv (Business Meeting → PharmPAC@list.nih.gov; General Meeting → PHS-Pharmacists@list.nih.gov).
- iii. Maintain and disseminate, or post, the PharmPAC's Contact List as directed by the Chair.
- iv. Assist the Chair in fulfillment of the Chair's duties as requested by the Chair, including serving as Acting Chair during instances of the Chair's and Chair-Elect's absences.

- v. At the beginning of the Operational Year obtain the new PharmPAC roster, with the Voting Members and Voting Member Alternate names and e-mails, from the PharmPAC Membership Lead to update the member information within the following as soon as possible:
 - 5. Agendas: Business and general meeting.
 - 6. Listservs: In conjunction with the outgoing and incoming Listserv Assistance and Maintenance Leads, ensure that the PharmPAC, PHS-Pharmacists, PHS-Rx-Jobs, and PHS-Rx-Students listservs are updated so that the “Owner”, “Owner Quiet”, “Editor”, and “Moderator” lists match the requirements set forth in Part XI-D, reflecting the PharmPAC roster for the Operational Year. Shall ensure that new “Owners”/”Owner Quiet” are added BEFORE removing old “Owners”/”Owner Quiet”.
 - 7. MAX PharmPAC Members Page Permissions.
 - 8. Minutes: Business and general meeting.
- vi. Forward all PHS-Pharmacist listserv distribution requests to the Listserv Activity Lead.
- vii. Complete activity’s [Annual Report and Metrics](#) responsibilities.
- viii. Provide orientation and training to new Executive Secretary.

Position Point of Contact: LCDR Rodney Waite, PharmPAC Chair-Elect by COB 30 Sep 2016. Selectee will then be notified by 7 OCT 2016 and should start working with the current Executive Secretary to transition the role.

Selecting Body/Process: PharmPAC Chair-Elect with consent of the Chair and PharmPAC.

Teleconference Coordinator PD

Position: PharmPAC Teleconference Coordinator

Position Application Deadline: COB 30 September 2016

Term of Service: 11/1/2016 - 10/31/2017

Estimated Time Requirement: 3-5 hours per month. There is a 1 hour business meeting occurring on the last Thursday of most months, and up to a 1.5 hour General Meeting occurring on the 1st Thursday of most months, that require the physical presence of the Teleconference Coordinator at the FDA White Oak Campus in Silver Spring, MD. The position will also require coordination with the Executive Secretary to help streamline the execution of meetings PLEASE NOTE: this is an estimate only determined by past roles and expected workload.

Frequency of Deliverables: Once or Twice a month

Pre-Requisites:

- Required:
 - Ability to be physically present at PharmPAC business and general meetings (FDA White Oak Campus in Silver Spring, MD)
 - Have a WebEx account and knowledge to use it proficiently
 - Supervisory approval, and PharmPAC Chair/PharmPAC approval.
- Preferred:
 - Knowledge of the Event Management System (EMS) for reserving rooms at FDA's White Oak campus (or willingness to learn)
 - Registration on Max.gov
 - Understanding of virtual meeting management principles to enhance the overall meeting experience (or willingness to learn)

Responsibilities: from the PharmPAC's Standard Operating Procedures:

- i. Provide toll-free teleconference phone number, and in person meeting room, for PharmPAC meetings.
- ii. Provide meeting details to the PharmPAC Executive Secretary, upon request.
- iii. Complete activity's Annual Report and Metrics responsibilities.

Position Point of Contact: LCDR Rodney Waite, PharmPAC Chair-Elect by COB 30 Sep 2016. Selectee will then be notified by 7 OCT 2016 and should start working with the current Executive Secretary to transition the role.

Selecting Body/Process: PharmPAC Chair-Elect with consent of the Chair and Administration Sub-Committee.

Appendix C: PharmPAC Listserv Settings

NIH Listservs directly administered by the PharmPAC shall adhere to the following settings, reviewing and updating the “Owner”, “Owner, Quiet”, “Editor”, and “Moderator” lists at the start of each Operational Year:

Setting	PharmPAC	PHS-Pharmacists	PHS-Rx-Jobs	PHS-Rx-Students
Owner	Listserv PharmPAC Lead	Listserv PharmPAC Lead Listserv PharmPAC Lead VMA Other Rotational Coverage	Listserv PharmPAC Lead Listserv PharmPAC Lead VMA Other Rotational Coverage	Listserv PharmPAC Lead Listserv PharmPAC Lead VMA Other Rotational Coverage
Owner, Quiet	CPO Chair Chair-Elect Communications SC VMs ExecSec Others deemed appropriate by Chair	CPO Chair Chair-Elect Communications SC VMs ExecSec Others deemed appropriate by Chair	CPO Chair Chair-Elect Communications SC VMs ExecSec Others deemed appropriate by Chair	CPO Chair Chair-Elect Communications SC VMs ExecSec Others deemed appropriate by Chair
Editor	N/A – Leave Blank	Listserv PharmPAC Lead Listserv PharmPAC Lead VMA Other Rotational Coverage Chair Chair-Elect Communications SC VMs ExecSec	Listserv PharmPAC Lead Listserv PharmPAC Lead VMA Communications SC VMs ExecSec	Listserv PharmPAC Lead Listserv PharmPAC Lead VMA Communications SC VMs ExecSec
Moderator	N/A – Leave Blank	N/A – Leave Blank	N/A – Leave Blank	Listserv PharmPAC Lead Listserv PharmPAC Lead VMA Communications SC VMs ExecSec
Errors-To	N/A – Leave Blank	N/A – Leave Blank	N/A – Leave Blank	N/A – Leave Blank
Notify	Yes, Leave “Specify” Blank	Yes, Leave “Specify” Blank	Yes, Leave “Specify” Blank	Yes, Leave “Specify” Blank
Subscription	By Owner	By Owner	Open	Open
Subscription, Confirm	No	Yes (Check the Box)	Yes (Check the Box)	Yes (Check the Box)
Send	Private	Editor	Owner	Owner
Send, Confirm	Yes (Check the Box)	Yes (Check the Box)	Yes (Check the Box)	Yes (Check the Box)
Send, Hold	N/A	Yes (Check the Box)	N/A	Yes (Check the Box)
Notebook Access Level	Private	Private	Owner	Owner
Review Access Level	Private	Owner(s)	Owner(s)	Owner(s)

CPO=Chief Professional Officer;ExecSec=Executive Secretary;SC=Sub-Committee;VM=Voting Member;VMA=Voting Member Alternate