

United States Public Health Service Commissioned Corps

Junior Officer Advisory Group

General Standard Operating Procedures (SOP)

Last Updated: March 2015

Table of Contents

I. [PURPOSE](#)

II. [JOAG COMMITTEES AND MISSION](#)

III. [ORGANIZATION](#)

| | |
|---------------------------|--------------------------------|
| Section 1 | Structure |
| Section 2 | Size |
| Section 3 | Representation |

IV. [LEADERSHIP](#)

| | |
|---------------------------|---|
| Section 1 | JOAG Executive Committee |
| Section 2 | JOAG Liaison |
| Section 3 | Committee Leadership |
| Section 4 | Committee Chair |
| Section 5 | Executive Committee Liaison |
| Section 6 | Subcommittee/Workgroup |
| Section 7 | Leadership Qualities |

V. [EXECUTIVE COMMITTEE ROLES](#)

| | |
|---------------------------|--|
| Section 1 | The JOAG executive Committee |
| Section 2 | Additional Resources |

VI. [JOAG LIAISON ROLES AND RESPONSIBILITIES](#)

| | |
|---------------------------|-------------------------------|
| Section 1 | JOAG Liaisons |
|---------------------------|-------------------------------|

VII. [COMMITTEE ROLES AND RESPONSIBILITIES](#)

| | |
|----------------------------|--|
| Section 1 | Committee Chair |
| Section 2 | Executive Committee Liaison |
| Section 3 | Committee Secretary |
| Section 4 | Subcommittees/Workgroup |
| Section 5 | Committee Projects |
| Section 6 | Committee Meeting Preparation |
| Section 7 | Requesting JOAG EC Review of New Committee Documents |
| Section 8 | Annual Reviews of All Existing Committee Documents |
| Section 9 | Review of Committee SOPs |
| Section 10 | Keeping the Committee Viable and Productive |

VIII. [NEW PARTICIPANT ORIENTATION/MINIMUM STANDARDS](#)

Section 1 [Committee Participation](#)

IX. [ABSENTEEISM POLICY](#)

[Section 1](#) [Absenteeism Policy](#)
[Section 2](#) [Committee Participation](#)
[Section 3](#) [Notifying Inactive Participants](#)
[Section 4](#) [Reviewing Attendance Records](#)
[Section 5](#) [Attendance](#)

X. [TRANSITIONING](#)

[Section 1](#) [Incoming Chair Preparation](#)
[Section 2](#) [Incoming Chair Expectation](#)
[Section 3](#) [New Participants](#)
[Section 4](#) [Outgoing Chair](#)

XI. [GENERAL OPERATIONS](#)

[Section 1](#) [JOAG Funds \(Requesting and Submitting\)](#)
[Section 2](#) [Requesting SurveyMonkey Account Access](#)
[Section 3](#) [Requesting Access to the "Officer Locator Tool"](#)

XII. [RECOGNITION](#)

[Section 1](#) [Committee Participants](#)
[Section 2](#) [Inactive Participants](#)
[Section 3](#) [Committee Observers](#)

XIII. [JOAG GENERAL SOP](#)

[Section 1](#) [Updating the SOP](#)
[Section 2](#) [SOP Review](#)
[Section 3](#) [Approval](#)
[Section 4](#) [Minor changes](#)

[Appendix 1: Glossary](#)

[Appendix 2: Funding Request Form](#)

UNITED STATES PUBLIC HEALTH SERVICE COMMISSIONED CORPS
JUNIOR OFFICER ADVISORY GROUP
GENERAL STANDARD OPERATING PROCEDURES (SOP)

ARTICLE I

PURPOSE

The Junior Officer Advisory Group (JOAG) General Standard Operating Procedures (SOP) provides internal guidance for the operations and procedures of all JOAG committees and workgroups. This SOP provides guidance on matters not addressed by the JOAG Charter or the JOAG Bylaws.

ARTICLE II

JOAG COMMITTEES AND MISSION

The JOAG has the following standing committees with respective missions:

| | |
|---------------------------------|---|
| Executive | To serve the general JOAG membership in the execution of the JOAG vision, mission, and objectives. |
| Awards | To facilitate the awards process and recognize junior officers for their accomplishments and commitment to the mission of the USPHS. |
| Symposium Planning | To plan, organize and execute JOAG related events/activities, and facilitate junior officer involvement for the annual USPHS Scientific and Training Symposium. |
| Communications and Publications | To facilitate the dissemination of Corps-related information to junior officers. |
| Development | To work with COF to develop merchandise to increase the visibility of the USPHS and foster spirit de corps. |
| Membership | To facilitate the annual selection of JOAG voting members through the nomination and appointment processes outlined in Article VI of the JOAG Bylaws and to increase the general membership of JOAG. |
| Policy and Procedures | To establish and update guidelines and operating procedures governing the Junior Officer Advisory Group. |

| | |
|-------------------------------------|---|
| Professional Development | To identify issues, provide advice and guidance, and propose solutions to foster and promote junior officers as professional, proud, and principled Commissioned Corps officers. |
| Public Health and Community Service | To enhance health and wellness of junior officers in the United States Public Health Service and their communities by providing information, implementing and supporting community service activities that promote public health and enhance the visibility of the Corps and interaction with other uniformed services. |
| Recruitment and Retention | To recruit and retain qualified junior officers in the United States Public Health Service Commissioned Corps. |
| Welcoming | To provide and disseminate information to newly commissioned junior officers. |

ARTICLE III

ORGANIZATION

- Section 1*** Structure: The broadest possible committee guidelines are established in the JOAG Bylaws. With approval of their EC Liaison, Committee Chairs may form Subcommittees, permanent or ad-hoc as needed. Only the Executive Committee (EC) shall create Workgroups as needed.
- Section 2*** Size: The size of each committee should be adaptable to meet its mission, as determined by the Chairperson.
- Section 3*** Representation: All junior officers interested in serving on a committee are encouraged to do so. Every attempt should be made to ensure diversity in the following: Agency/OPDIV, professional category, geographic location, and rank.

ARTICLE IV

LEADERSHIP

- Section 1*** JOAG Executive Committee: This committee facilitates the execution of the vision, mission, and objectives developed by the JOAG membership. The JOAG Executive Committee shall consist of the following: Chairperson (Chair), Vice-Chairperson (Vice-Chair), Chairperson-Elect (Chair-Elect), Executive Secretary, and Financial Liaison.
- Section 2*** JOAG Liaisons: Liaisons may be identified and selected, as needed, to address

issues of importance to the JOAG. The JOAG Chair shall assign one junior officer to serve as the JOAG Liaison to specific USPHS Organizations.

Section 3 Committee Leadership: The Chairperson of a JOAG Committee shall be a JOAG voting member and referred to as the committee Chair. Two voting members may equally share a Chairmanship and be referred to as the Committee Co-Chairs. The Chair, at his/her discretion, may choose to appoint a single non-voting member to the role of Co-Chair.

Section 4 Committee Chair: The selection of the Chair for each committee is established in the JOAG Bylaws. The JOAG Chair may establish and disband a committee based on the needs of JOAG. The JOAG Chair appoints both voting and non-voting member Co-Chairs. The Committee Chair(s) may have input on Committee Chair membership, but do not make appointments.

Section 5 Executive Committee Liaison: The JOAG Chair shall appoint a member of the Executive Committee to serve as the EC Liaison on each JOAG committee.

Section 6 Subcommittee/Workgroup Lead: The lead of the subcommittee/workgroup shall be referred to as the Lead.

Section 7 Leadership Qualities: The following objective and subjective leadership qualities are desired in all voting members and officers in a leadership role within JOAG:

A. Objective Qualities

1. Interest
 - a. Regular JOAG meeting attendance
 - b. Volunteerism
 - c. Demonstration of other USPHS support activities
2. History of JOAG and USPHS support activities
 - a. Evidence of excellence in project management
 - b. Evidence of previous service on JOAG committees
 - c. Service in a previous leadership role within a JOAG committee or other organizational unit (special project, workgroup, or subcommittee)
3. Length of Participation: demonstration of appropriate and long-standing JOAG participation (both non-voting and voting participation should be considered)

B. Subjective Qualities

1. Vision and Initiative
 - a. Demonstration of prior successful strategic planning
 - b. Ability to forgo his or her own views to consider what is best for JOAG, the committee, or junior officers in general
2. Open mind
 - a. Ability to listen to all sides of an issue

3. Knowledge
 - a. Knowledge of USPHS and JOAG issues

ARTICLE V

EXECUTIVE COMMITTEE ROLES

Section 1 The JOAG Executive Committee

- A. Chairperson (Chair): The Chair acts as a liaison between the Group and the following entities: Agency representatives, Chief Professional Officers, the Chief Professional Officer Professional Advisory Committee, and the Office of the Surgeon General. The Chair also facilitates, organizes, and maintains order in meetings of the Group and meetings of the EC.
- B. Vice-Chairperson (Vice-Chair): The Vice-Chair shall act as the Chair in his/her absence, shall serve as the official JOAG Liaison to the Commissioned Officers Association (COA) Board of Directors and act as the official Executive Officer Liaison to professional advisory groups and committees and other groups as assigned by the Chair.
- C. Chairperson-Elect (Chair-Elect): The Chair-Elect shall act as the Chair in the absence of the Chair and Vice-Chair and exercise all the rights and responsibilities granted to the Chair by the JOAG Charter and Bylaws.
- D. Executive Secretary: The Secretary shall inform the membership of physical meeting locations and conference line information. He/She shall also be responsible for preparation and distribution of the approved minutes, maintenance of reports, attendance, and official documents.
- E. Financial Liaison: The Financial Liaison shall keep the voting and general membership informed about the JOAG financial matters and act as the JOAG point of contact to the Commissioned Officers Foundation. In addition, he/she shall oversee all matters related to the JOAG finances.

Section 2 Additional Resources

- A. The JOAG Bylaws provide additional procedural information for the EC.

ARTICLE VI

JOAG LIAISON ROLES AND RESPONSIBILITIES

Section 1 JOAG Liaisons: Liaisons may be identified and selected, as needed, to address ad-hoc issues of importance to the JOAG. The JOAG will have a liaison with each of the Professional Advisory Committees (PACs), the Office of the Surgeon

General, the Division of Commissioned Corps Personnel and Readiness, the Minority Officer Liaison Committee, the Commissioned Officers Foundation Board, the Commissioned Officer Training Academy, and the Commissioned Corps Women's Issues Advisory Board.

A. JOAG Professional Advisory Committees (PACS) Liaisons – requirements

1. A voting member of the JOAG whom can open channels with their PAC; Each categorical PAC will have a liaison;
2. Have been an active JOAG member for at least a year to ensure familiarity with JOAG and a consistent message between the JOAG and their PAC

B. JOAG Liaisons to other USPHS Organizations – requirements

1. Have interest, knowledge, and experience in both organizations;
2. Be selected with input from the leadership of the respective organization they will be corresponding with.

C. JOAG Liaison roles and responsibilities

1. Be a conduit between the JOAG and their respective organization;
2. Provide updates about their respective organization to JOAG;
3. Attend JOAG general meetings;
4. Attend necessary organizational meetings;
5. Provide JOAG updates to their respective organization;
6. Share JOAG-requested messages with their respective organization (via listserv or other methods);
7. Share organization-requested messages with JOAG (distribute to JOAG members potentially via listserv* or other methods) *Request posting from EC member;
8. Represent JOAG and act as an advocate for JOAG to respective organization.

ARTICLE VII

COMMITTEE ROLES AND RESPONSIBILITIES

Section 1 Committee Chair: The committee Chair must be a proficient meeting manager. The Chair must understand the committee's mission and objectives, plan meetings,

resolve conflicts, communicate effectively, and ensure committee participants follow-up on assigned tasks or projects. Because committee participants are volunteers with many other responsibilities, the Chair should be respectful of time and keep meetings on schedule. The Chair must also guide the committee to consensus. Responsibilities of the committee Chair include:

- A. Preparing and distributing meeting agendas in advance and including agenda items that realistically fit within the allotted meeting time;
- B. Maintaining accurate records of participant attendance;
- C. Involving as many participants as possible in discussions by soliciting opinions and experiences;
- D. Ensure committee participants understand expectations for assigned tasks or projects;
- E. Include EC Liaison in the committee's roster;
- F. Summarizing major points or decisions;
- G. Keeping discussions on subject;
- H. Utilizing facts to resolve conflicts;
- I. Maintaining objectivity;
- J. Praising participants and acknowledging individual and group contributions;
- K. Listening to all participants and all sides of an issue;
- L. Facilitating committee meetings/conference calls to ensure optimal time utilization;
- M. Ensuring individual project milestones are met and if not, identifying the cause and rectifying the problem;
- N. Assigning action items to individual participants;
- O. Communicating project progress and committee activities to the JOAG Executive Committee through the EC Liaison; and
- P. Providing orientation to new committee participants.

Section 2

Executive Committee Liaison: The EC Liaison serves as the JOAG Chair's designee to the JOAG Committee. The roles of the EC Liaison are as follows:

- A. Attends Committee meetings as the EC representative (*The EC Liaison should be included in the Committee's roster*);

- B. Updates the JOAG Chair and EC on the progress of the Committee;
- C. Communicates the EC's recommendations to the committee Chair and members;
- D. Provides guidance on policy and procedures relevant to JOAG;
- E. Advises committee Chair and members on new and existing projects; and
- F. Reviews and finalizes committee specific documents (See **Article VII, Section 7, 8, and 9**).

Section 3

Committee Secretary: The committee Chair is responsible for selecting a committee Secretary. When deemed necessary or advantageous by the Chair(s), two participants may occupy the role of Secretary and shall be assigned the title of Co-Secretaries. The Secretary of each committee is responsible for the following essential committee functions:

- A. Communicate upcoming general meeting information, including agenda, meeting time, call-in information, and distribution of materials to committee participants;
- B. Maintain contact information for all committee participants;
- C. Provide monthly general meeting attendance and record keeping;
- D. Advise the Chair when committee participants do not meet minimum standards for meeting attendance and inform such committee participants that they will be listed as inactive participants as outlined in **Article IX, Absenteeism Policy**;
- E. Record, store, and if appropriate, distribute meeting minutes and general meeting notes to committee participants; and
- F. The Secretary should have a designated alternate (co-secretary when applicable) to fulfill his/her duties if he/she cannot attend a meeting, or at a minimum should alert the Chair well in advance of a possible absence so that another person can be assigned those responsibilities.

Section 4

Subcommittees/Workgroup Lead: Committee Chairs may form Subcommittees, permanent or ad-hoc, as needed. Only the EC shall create Workgroups as needed. The lead of the subcommittee/workgroup shall be referred to as the Lead. The committee Chair is responsible for identifying and appointing said Lead.

- A. *Responsibilities*. A pre-designated subcommittee/workgroup Lead will be entrusted with the responsibilities of the committee Chair and committee Secretary as outlined above, as they pertain to the individual assigned project.
- B. *Authority*. The Lead shall have the authority and responsibility to assign specific tasks and responsibilities to individual subcommittee/workgroup participants as needed. Additionally, Leads will:

1. Maintain awareness of the project timeline and ensure that goals are met and if not, identify options to resolve the problem and meet projected goals; and
2. Communicate project progress and subcommittee or workgroup activities to the committee Chair and to the entire committee during regular committee meetings or as needed.

Section 5

Committee Projects: As mentioned earlier, achievement of the committee's projects should be based on JOAG's strategic plan or related direction. All committee projects should be related to the mission and goals commonly agreed on by the committee and the JOAG Chair. Each committee should follow the steps outlined below for each project as a guide and make sure to keep JOAG leadership apprised of the current status of each project through the committee monthly report.

- A. Identify specific projects through collective committee participant brainstorming, conferring with other USPHS officers and JOAG leadership
- B. Gather additional information as needed
- C. Review the committee's need for outside assistance. Determine what assistance JOAG or other junior officers can provide. Should other committees or the general membership be involved in the activity?
 1. Create an Action Plan with timeline
 2. Identify next steps and ultimate goal of project
 3. Identify project lead
 4. Identify and assign specific tasks
 5. Establish reasonable timeline to complete tasks and discuss results
 6. Get updates from project lead
 7. Evaluate results and assign new tasks, if appropriate
 8. Keep appropriate JOAG leadership apprised of project status
 9. Ensure appropriate and timely record keeping for each task
 10. Repeat steps 1) through 7) as needed, until project is completed
 11. Include project updates in JOAG report
 12. Ensure acknowledgement of project completion and project team members to JOAG leadership and other authorities as appropriate

Section 6 Committee Meeting Preparation:

- A. *Agenda.* The Chair prepares a written agenda with input from the committee participants. Participant input increases attendance and participation. Allocate sufficient time for each topic on the agenda. Items not on the agenda should be saved for new business at the end of the meeting.
- B. *Date and Time.* The committee meeting date, time and location (if applicable) is designated by the Committee Chair. A change in time, date, and frequency of the monthly call can be initiated only through the Chair and must receive a majority vote by committee participants to pass. Scheduling a monthly reoccurring meeting increases meeting attendance and participation.
- C. *Notification.* The committee Secretary shall email an agenda and supporting documents to the committee in advance of the meeting; this serves as a reminder and will increase attendance.
- D. *Meeting Logistics.*
 - 1. Start and end the meeting on time. The committee Chair should respect the participants' valuable time. Stick to the agenda and follow the time allotted to the agenda items.
 - 2. Introduce participants and visiting speakers (if appropriate) during the meeting. Introduce and recognize new participants joining a meeting for the first time and identify them as such to the committee.
 - 3. Meeting records. The committee Secretary should be assigned to take minutes. A tape recorder may be used to assist in the subsequent preparation of written minutes. The written minutes are the official record of the meeting. Minutes from the preceding meeting should be distributed prior to the new meeting for committee review. Records of action plans for specific projects should clearly show specific tasks and the designated participant responsible for achieving each task.
 - 4. Work through the agenda. To help committee keep track of the agenda items, the Chair should ask the committee participants to give status reports on their progress. This report can be given in writing or verbally. Agenda items should ideally be handled in the following order, however, the Chair can adopt, adapt or reject these in favor of a more simplified approach as needed. Robert's Rules should be followed, as described below:
 - a. Announce the item
 - b. Ask for or give a report on the item
 - c. Allow discussion
 - d. Ask for motion
 - e. Ask for second to motion
 - f. Ask for any further discussion
 - g. Repeat the motion
 - h. Call for either a voice vote or a show of hands

- i. Announce motion for adoption or failure
 - j. If the motion fails, call for a new motion and second. Generally, there should be no discussion until a new motion is made under this circumstance, although some discussion may be necessary to form a new motion.
 - k. Repeat steps a. through j. until the item is resolved and go to next item.
5. Summarize the action items and due dates that have resulted from the meeting.
 6. Establish a date and place for the next committee meeting.
 7. Adjourn the meeting.

Section 7 Requesting JOAG EC Review of New Committee Documents: All new committee documents must be reviewed by the JOAG EC and approved by the JOAG Chair (or designee) prior to dissemination outside of the committee or to the general JOAG membership.

- A. The committee Chair will send a request for document review via email to the committee's EC Liaison. The request should include all pertinent deadlines so that the EC can prioritize its review if necessary.
- B. The committee's EC Liaison will review the document in its entirety before sending it to the Executive Secretary for coordination of the full EC review.
 1. The EC Liaison may send the document back to the committee Chair for further revision if the document is not error-free.
 2. If the document is error-free, the EC Liaison will send the document to the Executive Secretary, who will then check the committee document in to the JOAG EC folder in the HHS Portal and assign the task to all EC members (with a suspense date if appropriate).
- C. If further revisions of the document are requested by the EC, the committee's EC Liaison will forward the suggested revisions to the committee Chair via email.
- D. The committee Chair should send a request for final document review via email to the committee's EC Liaison. The EC Liaison will review the final document to ensure all EC comments have been incorporated and addressed appropriately.
- E. After final review of the document by the EC members, the JOAG Chair (or designee) shall be the final approving authority. The final approval should be communicated to the EC Liaison and committee Chair via email.

Note: Please refer to **Section 9** of this Article for *Review of Committee SOPs*.

Section 8 Annual Review of All Existing Committee Documents: All committee documents should be reviewed by the committee Chair and EC Liaison at least once annually (preferably during the first quarter of the operational year). Minor revisions may be reviewed and approved by the EC Liaison. Major revisions should be reviewed by the JOAG EC and/or approved by the JOAG Chair (or designee). For major revisions, the committee's EC Liaison will review the document in its entirety before sending it to the Executive Secretary for coordination of the full EC review, as outlined in the above section (3).

*Note: Please refer to **Section 9** of this Article for Review of Committee SOPs.*

Section 9 Review of Committee SOPs: Each Committee shall strive to maintain an updated SOP by continuously reviewing and updating its respective SOP throughout the operational year. **Process for updating individual committee SOPs shall be included in the Committee's SOP.**

- A. *Major Changes.* Refers to new procedures or significant revisions to existing procedures. Major changes to existing committee SOPs Articles shall be sent through the EC Liaison for initial review. The EC Liaison will then submit the updated SOP Article(s) to the full EC for final review and approval by the JOAG Chair.
- B. *Minor changes.* Minor changes to the SOP (i.e. to correct spelling or grammar or to clarify unclear wording) shall be done between the Committee and the EC Liaison.
- C. *Yearly Review.* A yearly review of each committee SOP shall be done by the Committee, EC Liaison and the JOAG Chair. The yearly review process shall start during the 3rd quarter, April – June, of the JOAG operational year. The JOAG Chair (or designee) has final approval authority.
- D. *Format Review.* After approval has been received, the JOAG Chair (or designee) will submit the SOP to the Policy and Procedures Committee (PPC) for final formatting review.
- E. *Finalized Version.* The PPC Chair will send the finalized SOP to the committee Chair, EC Liaison and the JOAG Chair. The latest version of the SOP will be posted in the committee's section of the JOAG webpage.

Section 10 Keeping the Committee Viable and Productive: To ensure the committee is running effectively, it is important to maintain vital, contributing participants on the committee. The Chair and its participants will take the following steps:

- A. Make sure participants know the purpose of the committee and the standards to maintain committee participant status. This should initially be done through timely and consistent new participant orientation, including distribution of policies, responsibilities and procedures of the committee.
- B. Committee participant assignments should be clear, specific and achievable. The committee Chair or subcommittee/workgroup Lead is responsible for

ensuring this is done.

- C. Periodic checkups or regular committee reports will keep committee participants focused and productive.
- D. Inquire about the interests and experiences of new volunteers to make sure interested volunteers are matched with the right subcommittee(s) or project(s).
- E. At times, it may be necessary to address a performance issue with a committee participant. If this occurs, it is important to minimize hard feelings. After all, this person is volunteering his or her time to the committee and may be better prepared and willing to do so in the future. However, for the benefit of the committee, quick action is better than waiting until the person is rotated off the committee. Use the following suggestions to start this process:
 - 1. Talk with the committee participant. Are there outside issues affecting his or her committee involvement, e.g., pressures from a boss? Is the committee participant truly interested in the activities of the committee? Can you help resolve any of the issues raised?
 - 2. Be up-front with the individual. Explain that because of absences or lack of follow-through, his or her involvement on the committee is not working.
 - 3. An ineffective committee participant might just be on the wrong committee. Every opportunity should be made to include and involve a junior officer who is interested in JOAG but may have joined the wrong committee.
 - 4. Before talking to the participant, find a stand-alone project that he or she can handle, to be put forward as a possible suggestion for involvement.

ARTICLE VIII

NEW PARTICIPANT ORIENTATION/MINIMUM STANDARDS

Section 1

Committee Participation: Committee members can participate as a committee “participant” or committee “observer”. Members should be made aware and given the option of choosing participation status. This is especially important for new members. It is the responsibility of the committee Chair to inform all members. Officers may choose to be involved as a “Participant” or an “Observer.”

- A. *Participants*. The following are the expected roles and responsibilities of all committee/workgroup participants:
 - 1. Willingness and ability to give the necessary time to attend meetings and perform duties.
 - 2. Active participation in discussion and willingness to listen to and respect other viewpoints.

3. To think in terms of the welfare of the group rather than personal interests.
4. The ability to accept and follow through on assignments.
5. Maintain minimum standards for committee participants as listed below:
 - a. Attending at least half of the eligible meetings since joining the committee (*See Article IX, Absenteeism Policy*)
 - b. Active participation in at least one project annually
 - c. Active participation in meeting discussions and providing input to committee Chair solicitations

B. *Committee Observers*. Each committee shall encourage attendance at all meetings from any junior officer who wishes to remain abreast of current issues but does not wish to encumber the responsibilities of a “participant”.

1. A committee “observer” is an officer who merely wishes to maintain awareness of committee issues and is under no obligation or requirement to participate, maintain a minimum level of attendance or other responsibility.
2. Observers are not eligible for participant recognition as spelled out in **Article XII**.
3. At any time, an observer may change their participation type to committee participant by contacting the Chair, Co-Chair or Secretary and volunteering for a committee activity.

ARTICLE IX

ABSENTEEISM POLICY

Section 1 Absenteeism Policy: Committee participants should inform the Secretary, Chair if they will be unavailable to make a monthly meeting. To maintain their status, committee participants need to attend at least half of the eligible meetings since joining the committee.

Section 2 Committee Participation: Committee participants who miss more than 50% of meetings in a six month period (October through March) or in a twelve month period (October through September) shall be considered “inactive” and not be eligible for the committee’s end-of-year letter of appreciation. The committee Secretary shall keep attendance of all meetings and notify the Chair if a participant has fallen below the 50% mark.

Section 3 Notifying Inactive Participants: Active participation will be determined by the Committee Chair using the committee participation guidelines outlined above. Those committee participants who fall below the 50% mark will be sent an e-mail by the Chair or Secretary informing them of such and asking if they would like to

continue to participate in the respective committee(s). Officers who fail to reach the 50% mark, but who wish to participate may be designated “observer status.” Those officers who choose to disassociate from a committee, not respond, continue to fail to make meetings, or are designated observer status will not achieve the minimum recognition of committee participant as outlined above. They may not be eligible for the end-of-year letter of appreciation. Those officers wishing to remain an active part of a committee should provide a timely reply consisting of a statement as such to the Chair, with an explanation if applicable (but not required), stating as such. The officer will then be required to make the next meeting and maintain 50% attendance at all future meetings. The junior officer may also change their participation type to “observer” if desired at any time by notifying the Chair.

Section 4 Reviewing Attendance Records: An attendance record review shall occur at least twice a year, if not more frequently, to determine attendance rates of committee participants.

Section 5 Attendance: These guidelines are intended to encourage at least 50% attendance at meetings. However, it is recognized that there may be individual cases which warrant special consideration (e.g., weekly scheduling conflict), where an officer is not able to make that percentage but substantially contributes to the committee. Therefore, the Chair reserves the right for utilizing appropriate discretion in determining whether or not an individual officer should be recognized as a committee participant.

ARTICLE X

TRANSITIONING

Section 1 Incoming Chair Preparation: Incoming Chair orientation guidelines and practices should be established for the committee Chair, should involve the outgoing Chairperson and should include:

- A. Emphasis on the importance of the position (committee participants will look for ideas, leadership, and support from the Chair);
- B. Discussing all duties and responsibilities;
- C. Review of the committee’s mission and objective;
- D. Review of the committee’s SOP;
- E. Review of the bounds of committee activity and authority;
- F. Review of JOAG policy, practices and procedures (JOAG Charter, Bylaws, General SOP, and Strategic Plan; *available under the Governing Documents section of the JOAG website*);

- G. Review of past accomplishments and current work of the committee;
- H. Review of committee participant assignments;
- I. Review of standards used for accepting new committee participants; and
- J. Identification of available resources.

Section 2 Incoming Chair Expectation: The incoming Chair is expected to:

- A. Lead the committee in a professional manner;
- B. Provide support and new initiatives to improve existing processes;
- C. Review and suggest changes to the committee’s process with junior officer peer involvement;
- D. Review and understand the JOAG Charter, Bylaws, and General SOP (available under the *Governing Documents* section of the JOAG website);
- E. Review and approve assignments of committee participants;
- F. Review and approve criteria used for accepting new participants;
- G. Review and update committee’s roster;
- H. Identify and recruit new junior officers for involvement in JOAG and in the committee; and
- I. Function and act as a mentor to new USPHS junior officers.

Section 3 New Participants: Every committee Chair should conduct a “New Participant Orientation” for new participants similar to the one the Chair received from JOAG. This orientation includes communication of committee participant roles and responsibilities and the minimum standards for maintenance of good standing of committee participation as outlined in **Article VIII**.

Section 4 Outgoing Chair: After the duties and responsibilities of the Chair have been transitioned to new leadership, the outgoing Chair shall:

- A. Continue to participate in monthly calls when possible;
- B. Remain available to answer questions from the new leadership when needed; and
- C. Provide historical perspective for decisions that were made by the committee in the past.

ARTICLE XI

GENERAL OPERATIONS

Section 1 JOAG Funds

- A. *Requesting Funds.* Committee participants may request reimbursement for expenses that are incurred in support of JOAG related activities with prior approval of the committee Chair and the JOAG Financial Liaison.
1. Committee participants must first complete and submit the Funding Request Form (FRF) (**See Appendix 2**) via email, through the requesting committee Chair, to the JOAG Financial Liaison.
 2. Funding requests will be reviewed by the Financial Liaison, and the JOAG Executive Committee if necessary, to determine appropriateness of the request.
 3. The committee Chair and participant will be notified by email if the request was approved or declined.

To guarantee payment, it is advised that purchases are not made until **after** notification of approval by the JOAG Financial Liaison is received. Approved requests will be sent to the Commissioned Officer Foundation (COF) administrative assistant for payment. COF will mail reimbursement checks to the name and address on the FRF. To allow ample time for processing, please submit all request(s) for funding at least 2-3 weeks (if possible) before the payment is needed. Although not required to be submitted with the FRF, you will need to submit a cost estimate (e.g., invoice from vendor) or a receipt before payment can be sent.

- B. *Collecting & Depositing Funds.* JOAG voting members may collect funds at activities during which COF-JOAG merchandise is sold (e.g., Officer Basic Course (OBC), career fairs, and the COF Symposium). Procedures for submitting money earned for JOAG are as follows:
1. **Checks.** Ensure that checks are **NOT** made out to JOAG. **Checks should be made out to COF with “JOAG” in the memo.**

Note: If you receive a check made out to JOAG, please contact the check writer and come up with a way for them to submit a new check written to COF and to discard the original check written to JOAG.

Cash. Keep the cash and write a personal check for the amount of any cash received less the costs of sending the check with delivery verification through UPS, FedEx or USPS, if you are unable send it through your office. **Checks should be made out to COF with “JOAG” in the memo.**

Note: If unable to write a check, please contact the JOAG Financial Liaison.

2. Make photo copy of checks, and email it to the JOAG Financial Liaison.
3. Mail the check(s) with delivery verification to the COF-JOAG Account point-of-contact (POC) (Contact JOAG Financial Liaison for POC information)

Note: COF POC should be verified each year by the JOAG Financial Liaison.

4. Email the COF-JOAG POC and copy the JOAG Financial Liaison to notify them:
 - a. Check(s) was sent
 - b. Date of mailing
 - c. Number of checks
 - d. Total amount of the checks.

Section 2

Requesting SurveyMonkey Account Access: With prior approval from the committee Chair, committee participants may request access to the online survey tool “SurveyMonkey” for the collection of information from JOAG general members and other interested parties.

- A. Committee Chair should submit a short summary of the intended purpose of the survey, via email, to their JOAG Executive Liaison to request access.
- B. The summary should be limited to two pages and should include: the name of the host committee, a list of those officers who will be responsible for implementing the survey (limit 3, not including committee Chair), an outline of the project, timeframe, target audience and expected outcomes.
- C. The request should be accompanied by an outline of the survey, including questions to be asked.
- D. A new request must be submitted for each survey to be conducted.
- E. After approval by the EC, the Executive Secretary will grant access to the committee and inform the committee Chair of the approval. Access to the account will be limited to those identified in the request.

Beta testing may be conducted by allowing committee participants to test the survey; however full-launch of the survey shall not occur without EC review and approval.

- F. Prior to launching the survey, the committee Chair will inform the EC via email that the survey is ready for launch.
- G. The EC will then review the final survey and send an invitation to take the

survey either via the JOAG listserv or to the appropriate audience.

Section 3

Requesting Access to the “Officer Locator Tool”: Key participants of the Membership and Recruitment and Retention (R&R) Committees will need to have access to the “Officer Locator Tool” (OLT). To request access to the OLT, the following process shall be followed:

- A. The committee Chair shall identify the member of the committee needing access to the OLT. In addition to the committee Chair, only one other participant, preferably the Lead of the relevant Subcommittee, shall be given access.
- B. The incoming committee Chair(s) of the Membership and R&R Committees shall begin the request process at the beginning of the JOAG operation year and after the key Subcommittee participants have been identified.
- C. The committee Chair, through the EC Liaison, shall submit the request to the JOAG Chair.
- D. The JOAG Chair (or designee) will review the request. After approval has been received, the JOAG Chair shall send the **User Registration Form** (URF) to the requesting committee Chair.
- E. After the completed URF has been received by the JOAG Chair (or designee), the JOAG Chair (or designee) shall review and submit the completed URF to the JOAG Senior Advisor for final approval. The JOAG Chair will also submit a request to remove access from those participants no longer active in said roles.
- F. The JOAG Senior Advisor is responsible for submitting the final URF to the appropriate staff at the Commissioned Corps headquarter.
- G. At the end of each Operational Year

ARTICLE XII

RECOGNITION

Section 1

Committee Participants: Junior officers who maintain the minimum standards for committee participants (*See Article VIII*) will be acknowledged through the following methods:

- A. A written letter signed by the committee Chair suitable for inclusion in the officer's eOPF
 - 1. Specific detail on the individual officer’s contributions should be maintained along with the impact of their contributions on the overall

outcome when applicable. A letter shall be granted to every officer who demonstrates at least a 50% attendance record (in addition to the other standards) since joining the committee.

2. Eligibility for this letter will be determined at the end of the operational year by the committee Chair.

B. Approval to list role with JOAG committee on official CV as “committee participant.”

C. Committee participants shall be differentiated from committee observers in attendance rosters and in correspondence with the JOAG Chair and Executive Committee for the purposes of acknowledging their contributions to JOAG. The committee participant roster will be communicated to the JOAG Chair and Executive Committee when requested.

Section 2

Inactive Participants: Committee participants who do not maintain the minimum standards will be contacted by the committee Chair (or designee) about their intent to remain involved with the committee. Those officers who do not respond in a timely fashion or who choose to not remain involved with the committee shall have their names removed from the committee roster and no letter of recognition granted.

Those officers who become inactive shall not have the approval of the committee to list themselves as "committee participants" on their official CV. Those officers wishing to remain as participants should provide a timely reply to the Chair (or designee) with an explanation if applicable (but not necessary). The officer will then be required to make the next meeting and maintain 50% attendance at all future meetings. The officer shall also have the opportunity to change their participation type to “observer” if desired.

The absence of a timely reply in either the affirmative or the negative will result in the removal of that officer from the committee roster. Those officers who choose to remain active, but who continue to not maintain the minimum standards for committee participants, will again be removed from the committee roster and not receive an annual Letter of Appreciation. An officer who has to go through this process more than 3 times in a 2 year period, will be permanently removed from the committee roster and shall not be reinstated. That officer may choose to write a letter of explanation as to why this occurred and include a request to be re-instated to the Chair. The Chair reserve the right to allow re-instatement, request input from the committee participants in their decision or deny reinstatement.

Section 3

Committee Observers: Committee observers do not have the committee’s approval to list their participation in the JOAG committee as anything other than “observer”. They shall not be granted a letter of appreciation suitable for inclusion in their eOPF.

ARTICLE XIII

STANDARD OPERATING PROCEDURES (SOP)

- Section 1*** Updates to the JOAG General SOP: The Executive Committee shall be responsible for maintaining and updating the JOAG General SOP. Updates to the SOP may be initiated as needed by the JOAG Voting Membership. Any voting member may request a review of the SOP or suggest a change to the SOPs through correspondence with the Executive Committee. If deemed worthy of further review, such a review shall occur with drafting of new proposed verbiage.
- Section 2*** JOAG General SOP Review: The JOAG Chair (or designee) will initiate the yearly review process. The JOAG General SOP shall be reviewed annually by the EC and the rest of the voting membership to ensure the SOP is up-to-date and adequate to meet the needs of the JOAG.
- Section 3*** Approval: Requires a simple majority vote of voting membership.
- Section 4*** Minor changes: Minor changes to the SOP (i.e. to correct spelling or grammar or to clarify unclear wording) may be made without requiring a vote.

APPENDIX

Glossary of Terms

Chair: JOAG voting member(s) responsible for leading a JOAG Committee. (*See Lead*)

Committee: The Committees are the organizational groups that make up JOAG. Committees are responsible for ensuring the mission and goals of JOAG are met.

Co-Secretary: Term used to refer to two committee participants serving in the role of Committee Secretary.

EC: The JOAG Executive Committee. The EC is made up of the JOAG Chair, the Vice-Chair, the Chair-Elect, the Executive Secretary, and the Financial Liaison. (*See JOAG Bylaws for EC duties*)

EC Liaison: Appointed by the JOAG Chair to serve as the liaison between the EC and the assigned JOAG Committee.

JOAG Bylaws: The JOAG Bylaws provide internal guidance for the operations and policies of JOAG. The Bylaws provide specific guidance on matters not addressed by the JOAG Charter.

JOAG Chair: The Chair of the Junior Officer Advisory Committee.

JOAG Charter: JOAG's Charter is the governing document that establishes JOAG as an entity under the Surgeon General and defines the overall purpose and structure of the JOAG.

JOAG Committee SOPs: The JOAG Committee SOPs provides specific internal guidance for the operations of each JOAG Committee.

JOAG General SOP: The JOAG General SOP provides general guidance on the operations and procedures of the **JOAG Committees** as related to policies addressed by the JOAG Charter and Bylaws.

Lead: An active participant or voting member responsible for leading a JOAG Subcommittee or Workgroup. (*See Chair*)

Observer: An officer who maintains awareness of committee issues and is under no obligation or requirement to participate, maintain a minimum level of attendance or other responsibility. (*See Observer & Section VIII of General SOP*)

Participant: Member of a Committee or Workgroup who takes an active role in the activities and initiatives of the Committee/Workgroup. (*See Observer & Section VIII of JOAG General SOP*)

SOP: Standard Operation Procedures

Subcommittee: Refers to an organizational group within a JOAG Committee.

Workgroup: Refers to an organizational group within the Executive Committee that may be created for a specific initiative.

APPENDIX

JOAG FUNDING REQUEST FORM (FRF)

Please complete this form and submit via email, through the requesting Committee Chair, to the JOAG Financial Liaison. The request will then be reviewed by the JOAG Executive Committee (EC) to determine if this is an appropriate use of JOAG funds. The Committee Chair/Member will be notified by email of the EC's decision. To guarantee payment, it is advised that purchases are not made until **after** notification of approval by the Financial Liaison. Approved requests will then be sent to the Commissioned Officer Foundation (COF) for payment. To allow ample time for processing, please submit all request(s) for funding at least 2-3 wks (if possible) before the payment is needed. Although not required to be submitted with the FRF, you will need to submit a cost estimate (e.g. invoice from vendor) or a receipt before payment can be sent.

Date of Request: _____

Requesting Committee: _____ **Chair:** _____

Requesting Member (if applicable): _____ **Email:** _____

Amount of Funding Requested: _____

Please describe how the funding will be used?

Payment/Mailing Information

Check One: Reimbursement/Payment to Officer: ____ Payment to Vendor: ____

Pay to the Order of: _____

Address: _____

Invoice/Order # (if applicable): _____

FOR JOAG FINANCIAL LIAISON ONLY: **Date of Approval/Non-Approval:** _____
Total Amount Approved/Reimbursed: _____
Notes: _____