

United States Public Health Service Commissioned Corps

Junior Officer Advisory Group

Awards Committee

Standard Operating Procedures (SOP)

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Document History Record

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Standard Operating Procedures

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Purpose

The Junior Officer Advisory Group (JOAG) Awards Committee Standard Operating Procedures (SOP) provides operational and procedural guidance for the JOAG Awards Committee. This SOP provides guidance on matters not addressed by the JOAG Charter or Bylaws.

Scope

This SOP applies to all documents created that are related to all functions within the JOAG Awards Committee to establish policies, processes, records and acceptance criteria under the auspices of JOAG. This SOP does not apply to documents created by other organizations outside of the JOAG Awards Committee.

Definitions

Document No.: The unique identifier assigned to each document.

Revision No.: The numeric designation identifying the version of a controlled document. New documents are assigned “Rev. 00.” Subsequent, approved revisions of the same document are assigned sequential numbers, “Rev. 01,” “Rev.02,” etc.

Approval Date: The date that the Chair accepts the document into the Document Control System by applying the final approval signature.

Effective Date: The first date that the new or revised document may and must be used; and the previous revision, if there is one, may not and must not be used.

References

JOAG

<http://www.usphs.gov/corpslinks/joag/>

JOAG Governing Documents

- Charter
- Bylaws
- Standard Operating Procedures

http://www.usphs.gov/corpslinks/JOAG/about_governingdocs.aspx

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ARTICLE I

MISSION STATEMENT

It is the mission of the Awards Committee to facilitate the awards process and recognize junior officers for their accomplishments and commitment to the mission of the United States Public Health Service (USPHS), as outlined in the JOAG Bylaws.

ARTICLE II

COMMITTEE RESPONSIBILITIES & ORGANIZATION

Section 1. Committee Responsibility

The Awards Committee shall work with the JOAG Executive Committee and voting members to facilitate the awards process and recognize junior officers for their accomplishments and commitment to the USPHS.

Section 2. Subcommittee Responsibility

A Subcommittee is an established and recurring program within the JOAG Awards Committee. Often times, projects within the subcommittees are identified. A Project is defined as a short-term tasking or assignment that may or may not have a definitive termination date, depending upon the tasking and any applicable deadlines.

The Awards Committee consists of following Subcommittees:

- A. JOAG Awards Process Subcommittee: This subcommittee will review and update the JOAG awards process.
- B. JOAG Awards Subcommittee: This subcommittee will review and recommend awardees for each of the JOAG awards.
- C. Commissioned Corps (CC) Awards Subcommittee: This subcommittee will monitor the Division of Commissioned Corps Personnel and Readiness' (DCCPR's) policies for CC Awards and provide guidance and assistance in the nomination of junior officers for Commissioned Corps awards.
- D. Special Assignment Award (SAA) Subcommittee: This subcommittee will track voting members' eligibility for a Special Assignment Award and prepare the recommendation package to be submitted to the Office of the Surgeon General.
- E. JOAG Recognition Subcommittee: This subcommittee will oversee recognition efforts for active JOAG participants, advisors, and other people JOAG chooses to recognize.

- F. Standard Operating Procedures Subcommittee: This subcommittee will annually review the Awards Committee SOP and update the SOP as needed.

Section 3. Leadership

The Awards Committee consists of two Committee Chairs (Co-Chairs), one Secretary, one EC Liaison, one JOAG Awards Process Subcommittee Lead, one JOAG Awards Subcommittee Lead, one Special Assignment Awards Subcommittee Lead, one JOAG Recognition Subcommittee Lead, and one Standard Operating Procedures Subcommittee Lead.

The Committee Chairs are responsible for the following tasks:

1. Leading committee meetings
2. Ensuring subcommittees adequately address identified needs
3. Developing committee meeting agendas
4. Dissemination of relevant information to Junior Officers
5. Maintaining the Awards Committee section of the JOAG website
6. Reviewing the committee's structure and SOP annually to ensure they are up to date and adequate for the committee's functions

The term duration for Committee Chair(s) shall be one to two years.

The Secretary is responsible for the following tasks:

1. Maintaining meeting minutes and distributing to committee members
2. Maintaining committee membership list and contact information
3. Maintaining JOAG-Awards listserv
4. Disseminating meeting invitations via the committee listserv and Outlook calendar
5. Maintaining a document tracking all JOAG Awards committee documents and updating the document prior to each meeting

The term duration for Secretary shall be two years.

The EC Liaison is responsible for the following tasks:

1. Acting as liaison between the JOAG Executive Committee and the JOAG Awards Committee.
2. Representing the EC at Awards Committee meetings.

The term duration for EC Liaison shall be one year.

The JOAG Awards Process Subcommittee Lead is responsible for the following tasks:

1. Annually reviewing and updating, as needed, the nomination forms, selection criteria, and companion documents for all JOAG awards prior to the beginning of the awards process
2. Coordinating the awards after action report and working with the JOAG Awards Committee Chairs to ensure appropriate follow-up action is taken
3. Annually reviewing the criteria, scoring system, and nomination forms for all awards solicited and reviewed by the Awards Committee to ensure they adequately reflect the values and intent of each award

The term duration for JOAG Awards Process Subcommittee Lead shall be one year.

The JOAG Awards Subcommittee Lead is responsible for the following tasks:

1. Organizing and instructing the Award Leads for each award. Currently there are three awards that are given out by JOAG. Therefore, there are three Award Leads.
2. Sitting as the Award Lead for one of the JOAG Awards.
3. Setting a consistent time line for award review for each award, and ensuring that deadlines for award de-identification and review are met.
4. Responding to any questions that should arise regarding the JOAG awards.
5. Ensuring that Award Leads implement a review and selection process for each award that is consistent with the SOP.

The term duration for JOAG Awards Subcommittee Lead shall be one year subject to extension to a maximum three years, dependent on volunteer pool.

The Commissioned Corps (CC) Awards Subcommittee Lead is responsible for the following tasks:

1. Monitoring and reviewing CC award policy updates
2. Communicating updates to the Awards Committee Chairs for dissemination
3. Providing guidance and assistance in the nomination of junior officers for Commissioned Corps awards

The term duration for Commissioned Corps (CC) Awards Subcommittee Lead shall be one year.

The Special Assignment Award (SAA) Subcommittee Lead is responsible for the following tasks:

1. Overseeing the process of maintaining JOAG voting members' activity logs related to their JOAG activities

2. Requesting and reviewing voting members' eligibility (activity logs) for a Special Assignment Award
3. Preparing the recommendation package for the Special Assignment Awards to be submitted to the Office of the Surgeon General towards the end of the operational year

The term duration for Special Assignment Award (SAA) Subcommittee Lead shall be one year subject to extension to a maximum three years, dependent on volunteer pool.

The JOAG Recognition Subcommittee Lead is responsible for the following tasks:

1. Overseeing the recognition of efforts for active JOAG participants, advisors, and other people JOAG chooses to recognize
2. Assisting the JOAG Chair with the annual JOAG recognition certificates given during the annual COA symposium
3. Distributing the template letters of appreciation to all JOAG Committee Chairs and Subcommittee Leads towards the end of the operational year
4. Coordinating plaques, gavels, and the like as needed

The term duration for JOAG Recognition Subcommittee Lead shall be one year.

The Standard Operating Procedures Subcommittee Lead is responsible for the following tasks:

1. Annually reviewing the Awards Committee SOP
2. Updating the SOP, as needed, and incorporating any changes agreed upon by the Awards Process subcommittee

The term duration for Standard Operating Procedures Subcommittee Lead shall be one year.

Section 4. Committee Involvement

In response to receiving an email from a junior officer expressing interest in joining the Awards Committee, the co-chairs will send out a response email thanking them for their interest in joining JOAG and the Awards Committee. This email will include a Welcome Letter. See **Appendix I** for a template of the letter to be sent.

Committee Participant: Committee Participants will receive a Letter of Appreciation (**Appendix II**) after fulfilling the following expected roles and responsibilities:

1. Be willing and able to give the necessary time to attend meetings and perform any assigned duties
2. Actively participate in discussion and be willing to listen to and respect others viewpoints
3. Think in terms of the welfare of the group rather than personal interests
4. Accept and follow through on assignments
5. Maintain minimum standards for Committee Participants. (Article IV)

Committee Observer: A committee observer is an Officer who merely wishes to maintain awareness of Committee issues, but is under no obligation or requirement to participate, maintain a minimum level of attendance, or other responsibility. A committee observer will not receive a letter of appreciation at the end of the operational year.

At the beginning of August, the Secretary will send out an email to non-active participants:

The JOAG Awards Committee Chairs have reviewed the roster and participation activities of officers on the Awards Committee. According to the JOAG SOP Article VII, Committee members are required to attend >50% of each committee's meetings AND take active participation in the committee's projects and activities. As we take a look at our roster, we notice that although you have taken an active role in reviewing, de-identifying or leading an award/subcommittee, you have not maintained >50% attendance at our Awards Committee meetings. To be considered eligible for an end-of-the year Letter of Appreciation, we are requesting that you please indicate the reason for your absenteeism. Perhaps you just forgot to email our committee secretary, [INSERT NAME], and you actually were in attendance or perhaps the timing is bad and you just could not make it. If the former is the case, please indicate which meetings you were there for and if the latter is true then please discuss ways for us to improve attendance. Thanks in advance for your response and thank you so much for your participation in our committee. We will ensure that those who have been active are recognized and hope that you continue to be active in the future.

Section 5. Ad-hoc Committees

Ad-hoc/Special Projects Subcommittees are formed in response to the JOAG's needs and as directed by the committee Chair.

Section 6. Letters of Appreciation

The Awards Committee shall disseminate Letters of Appreciation to committee members for participation and volunteer support. The Letters of Appreciation should be issued using the template provided by the JOAG Awards Committee on an annual basis.

ARTICLE III

COMMITTEE PROCEDURES

Section 1. The Awards Committee shall hold at least bi-monthly meetings where all subcommittees shall report their various activities. The meetings are scheduled at the discretion of the Committee Chair (or Co-Chairs).

Section 2. Awards Committee Subcommittees:

A. JOAG Awards Process Subcommittee Procedures

1. This subcommittee will be comprised of one Lead, the Award Leads for each JOAG award, and volunteers.
2. This subcommittee will annually review and update as needed the nomination forms, selection criteria, and companion documents for all JOAG awards prior to the beginning of the awards process.
3. At the conclusion of the awards process annually, this subcommittee will coordinate the awards after-action report and will work with the JOAG Awards Committee Chair to ensure appropriate follow-up action is taken.

B. JOAG Awards Subcommittee Procedures

1. This subcommittee will be comprised of one Subcommittee Lead, the Award Workgroup Leads for each JOAG award, volunteers to de-identify nominations, and volunteers to review and score nominations.
2. There will be a workgroup for each JOAG award.
3. Each workgroup is responsible for reviewing and scoring nominations using the applicable score sheet.
4. The workgroup leads for each award shall be responsible for the following for their assigned award:
 - a. Organizing and instructing award de-identifiers and reviewers
 - b. Compiling award nominations received until awards process begins
 - c. Responding to any questions that should arise regarding the JOAG award
 - d. Determining if Conflict of Interest issues exist between the reviewers and the nomination packages. If so, reassignment should occur.
 - e. Organizing, reviewing, and sending the top two scored nominees to the Awards Committee Co-Chairs for further review before selection of Awardee. The Carmona will be the only Award where selection will occur through an additional selection step. See Article III Section 2.B.7.c.
5. JOAG shall offer no more than four awards. JOAG currently offers the following three awards:
 - a. The JOAG Excellence Award recognizes a non-voting junior officer at the rank of O-4 or below in the USPHS Commissioned Corps, who is an active participant of JOAG,

for demonstrating outstanding, dedicated effort, leadership ability, and commitment to JOAG through active committee or workgroup participation.

- b. The JOAG Junior Officer of the Year Award recognizes an active duty junior officer at the rank of O-4 or below in the USPHS Commissioned Corps who has made a significant contribution to the overall mission of the U.S. Public Health Service.
 - c. The JOAG VADM Richard H. Carmona Inspiration Award recognizes an active duty or retired senior officer at the rank of O-5 or above in the USPHS Commissioned Corps who exemplifies outstanding leadership by example, mentorship and empowerment of junior officers, unwavering support of the Commissioned Corps and its mission, and overall inspiration and motivation to the PHS community.
6. Solicitation of Nominations:
- a. A call for nominations should be generated each year. This document lists the awards for which JOAG is soliciting nominations, a brief description and criteria for each award, and the nomination process. This document should not exceed one page.
 - b. Award documents (nomination form, award criteria, and companion document) should be generated each year based on the previous year's documents. At an absolute minimum, the previous year's documents should be updated by changing dates, location of the USPHS Scientific and Training Symposium, and contact information for Award Leads. A thorough review of these award documents should be undertaken every few years to ensure that each award is recognizing achievement relevant to the mission of the JOAG and/or USPHS. This may be best undertaken after awards are presented, typically in the fourth quarter of the JOAG operational year.
 - c. Prior to the release of the call for nominations, it should be determined which part of the nomination packet will be reviewed by the Award Reviewers. This information should be clearly stated on the award documents. For example, if there is a nomination form, it should be determined whether or not that nomination form will be forwarded to the reviewers and this should be stated on the nomination form.
 - d. The following examples of the call for nominations and award documents are attached to this SOP document in **Appendix X**:

- (1) Call for Nominations
- (2) JOAG Excellence Award requirements
- (3) JOAG Excellence Award nomination form
- (4) JOAG Excellence Award companion document
- (5) JOAG Junior Officer of the Year Award requirements
- (6) JOAG Junior Officer of the Year Award nomination form
- (7) JOAG Junior Officer of the Year Award companion document
- (8) JOAG VADM Richard H. Carmona Inspiration Award requirements
- (9) JOAG VADM Richard H. Carmona Inspiration Award nomination form
- (10) JOAG VADM Richard H. Carmona Inspiration Award companion document

e. The call for nominations should be sent out as widely as possible. The following are recommended avenues for sending out the solicitation for JOAG awards:

- (1) JOAG website
- (2) JOAG listserv
- (3) JOAG Journal (*the Call for Nominations needs to be sent to the Communications and Publications Committee Chair at the beginning of November to be sure it is included before deadlines*)
- (4) Commissioned Corps Management Information System (CCMIS) e-Bulletin
- (5) Category Professional Advisory Committee Listservs (*coordinated through JOAG PAC Liaisons*)
- (6) COA Frontline magazine and COA website

f. The award documents should be sent out on the JOAG listserv and should be accessible via the JOAG website

g. Other means of solicitation should be utilized as appropriate. Awards Committee participants and JOAG voting members should be asked to attract attention to JOAG awards through word-of-mouth.

h. A minimum of 5 nominations must be received for the JOAG Excellence Award and JOAG Junior Officer of the Year Award. A minimum of 3 nominations must be received for the JOAG Richard H. Carmona Inspiration Award. If fewer than the minimum required nominations are received by the original deadline, the nomination deadline should be extended and increased solicitation efforts should be made. If fewer than the minimum required nominations are received by the extended deadline, next steps should be determined in consultation with the JOAG Executive Committee.

- (1) Nomination packets should be sent out in both Word and PDF formats in one email.

7. Overview of Review Process:

- a. The review process begins with volunteer officers removing any personal information identifying both the nominator and nominee. Once the nominations have gone through this de-identification process, other volunteer officers act as reviewers and evaluate and score each of the nominations against a set of criteria designated for each award. In the event one person is nominated by two or more people, each nomination should be scored separately and by different scorers. The scores are then sent to the Award Leads for further evaluation and compilation of scores.
- b. The Award Leads must verify that consistency in the review process among all three awards and objectivity are maintained in each of the reviewers' scores and look for any outliers or tie scores among the nominations. Once scores are compiled, the Lead should schedule a phone conference with the reviewers to discuss the highest scoring nominations, resolve ties or close scores, and obtain consensus on their recommendation for the top two nominees. The Lead must obtain the concurrence of a majority (preferably all) of the reviewers before announcing the top two nominees. These names will go forward to the Awards Committee Chair(s) for concurrence and next step of scoring process.
- c. For the JOY and Excellence Awards, the top nominee will be finalized by the Awards Committee Chair(s). For the Carmona Award, a survey monkey will be set up by the Awards Process Subcommittee with the top two nomination packages and sent to the JOAG Voting Members for final scoring. The results of the survey monkey will determine the top nominee, which will be forwarded to the JOAG Executive Committee and then the Office of the Surgeon General for concurrence.

8. Roles in the Awards Process:

- a. Awards Committee Chair(s) (voting member(s)): The Awards Committee Chair(s) is responsible for the entire process, including timeliness and integrity. As such, the Chair should delegate responsibilities as necessary for solicitation, review, selection, and other aspects of the process. The Chair should set all deadlines and review work as appropriate. Additionally, Chairs should aim to ensure an equal number of ranks (from the volunteers submitting their names) across the reviewing panel for each award (e.g. 3 LT, 3 LTJG, and 3 LCDRs).

- b. Awards Committee Co-Chair (non-voting member): If this position is filled, the Co-Chair should work closely with the Chair and share the Chair's responsibilities as assigned.
- c. Award Leads: One committee participant should be assigned to be the Lead for each JOAG award. Nominators are instructed to send their nominations directly to the Award Lead. The Award Lead leads and provides guidance for the de-identification process, creates and tracks a numerical identification system for de-identified packages, and is the final authority for approving/ensuring the de-identification of nominations. The Lead should ensure that no nominees or nominators are serving as de-identifiers or reviewers for a given award and that there are no conflicts of interest within their award and reviewers. The Lead shall also ensure that there are no other conflicts of interest for volunteers serving as reviewers. The Lead is responsible for sending de-identified nominations to the reviewers, and is responsible for compiling scores the reviewers assign for each nomination. The Lead should ensure the integrity of the scoring process and work with reviewers to resolve ties or close scores among the top tier of nominees. The Lead will provide the top two nominations to the Awards Committee Chair(s) for further concurrence and/or evaluation of scores.
- d. De-identification Volunteers: Awards Committee participants who volunteer for de-identification are assigned the task of reading through nomination forms and removing personal information identifying both the nominator and nominee. The de-identification volunteers support the Award Lead by de-identifying the nomination form for the JOAG award which they have been assigned. When de-identification is complete, the documents are sent back to the Award Lead.
- e. Review Volunteers: Awards Committee participants who volunteer for award review are expected to read all of the nomination packets they are given and score the nominations in an objective manner. Their scores are entered into a spreadsheet and then submitted to the Award Lead for compilation. Review volunteers may have to review additional packets after the first round of review is complete to determine the group's recommendation for the awardee.
- f. The Awards Committee Chair and Co-Chair shall not serve as an Award Lead, de-identification volunteer, or review volunteer. In addition, JOAG voting members and Committee Co-Chairs are not allowed to serve as a review volunteer for the JOAG Excellence Award.

9. Awards De-Identification:

- a. To maintain the integrity of the award review process, each nomination received should have information which personally identifies the nominee and nominator removed. This process will be directed by the Award Lead, with the help of volunteers. The guidelines of what to remove and what not to remove should be followed strictly and should not be strayed from. These can be viewed in **Appendix III: Award De-identification Procedure**.
- b. The Award Lead has final responsibility for ensuring that this is done thoroughly for each nomination packet.
- c. The Award Lead shall also create a numbering system for identifying the de-identified packages (e.g. for JOAG Excellence Award, EXC01 = LT John Doe, EXC02 = LTJG Jane Smith, etc.), which de-identification volunteers will use in naming the de-identified nomination packages. This identification number shall be placed on all of the de-identified packages before they are sent to the reviewers. The Award Lead shall maintain original, unaltered copies of each of the nominations he or she receives. He or she shall also generate a spreadsheet linking the identification number to the name of the nominee and name of the nominator (since a nominee may be nominated by more than one person and a nominator may nominate more than one person, both should be listed on the spreadsheet). ***No one besides the Award Lead, Awards Committee Chair, and Awards Committee Co-Chair shall have access to this spreadsheet.***
- d. After all nominations have been de-identified, verified, and given an identification number, the Award Lead sends the nomination packets to the reviewers, and the review process commences.
- e. See **Appendix III** for sample de-identification procedures.

10. Awards Review:

- a. If there are 6 or fewer nominations for an award, all the reviewers for that award should review all of the nominations. If there are more than 6 nominations, each nomination should be reviewed and scored by no fewer than four reviewers. To strengthen the objectivity of the review process, if a reviewer can identify the nominee after reading their packet (even after de-identification) and has a close working or personal relationship with the nominee, the reviewer should recuse him or herself from reviewing that nominee's packet. The Award Lead must ensure each nomination is still reviewed by no

fewer than four reviewers after accounting for recused reviewers.

- b. When the Award Lead sends out the de-identified nominations to the reviewers, he or she should send the following items to reviewers to aid in the scoring process:
 - (1) A spreadsheet on which the reviewer can log the scores of the nominations. This will allow all of the reviewer's scores to be logged in a single document which the Lead can review for consistency. This will also allow each reviewer's scores to be transferred easily into an overall spreadsheet to record all the reviewers' scores.
 - (2) A score sheet which reviewers are encouraged to duplicate and utilize for each nomination scored. This sheet allows each reviewer to make written notes about the strengths and weaknesses of each nominee, which may be used in a discussion to resolve ties. See **Appendix IV** for sample score sheets.
 - (3) The companion document for the award. This will give the reviewer a clearer idea of how to score the nominations consistently as it is distributed in the nomination package and is helpful for nominators when writing the nomination.
- c. The Award Lead should also be very clear about the deadline for reviewers to submit their scores. The Award Lead should also plan from the beginning of the process to schedule a meeting after the scores are all received so that the reviewers can discuss the nominations and come to a consensus agreement on the recommended awardee should there be a tie or very close scores among the top few nominations. The date of this discussion should be set at the outset of the award review process to ensure as many reviewers as possible will be available for the meeting.
- d. Each question in the award narrative should be scored on a scale of 1 to 10 per question. A reviewer's score for a particular nomination is the sum total of the scores for each question. Scoring should be based on objective criteria as much as possible, as explained in the companion documents.
- e. Each reviewer may be as rigid or loose in scoring as he/she desires (while adhering to the numerical scoring system), but scores should be consistent across all nominations reviewed and defensible if the scores are close. Reviewers are encouraged to skim over all of the nominations to get a feel for

the quality of the nominees before deciding how loosely or rigidly to score. When all of the nominations have been scored and the spreadsheet completed, reviewers shall send their scores to the Award Lead.

- f. When the Award Lead receives each scoring spreadsheet, he or she shall check that that reviewer's scoring is consistent. When all of the scores are collected and scores are tallied for each nominee, the Award Lead shall look for outliers in scores given. For example, if four out of five reviewers gave a nominee high scores and the fifth gave a much lower score, making that nominee's overall score lower, the Award Lead may decide to talk to the fifth reviewer to ask why he/she gave such lower scores than everybody else. The cause of the outlier score should be determined and corrective actions taken as necessary (not necessarily to imply that the score should be changed). Those situations should be handled on a case-by-case basis, with assistance requested from Awards Committee Chair or Co-Chair if desired. For the next steps for the JOY and Excellence Awards go to the following paragraph. For the next steps for the Carmona Award go to paragraph (j.).
- g. For the JOY and Excellence Awards: After the Award Leads compile all of the scores, they will send out an e-mail to the reviewers with the scores and recommend that the candidates with the two highest scores be selected for consideration. The leads should evaluate the top two and with the help of their subcommittee, recommend a winner and their rationale. The leads will then meet with the Awards Committee Chairs to review the top two candidates and their recommendation to determine if the Awards Committee Chairs concur with the subcommittee's recommendation.
- h. For the JOY and Excellence Awards: When the Award Leads collect all the scores, if there is a numerical tie for the first choice or the top scoring nominations are very close in score, the tied nominations or the top tier of nominations should be sent back to the reviewers for a second-look consideration. All of the reviewers will convene by phone conference (or proxy their vote to another reviewer, or send in a vote by e-mail, if unable to attend the phone conference) to discuss the tied or top tier nominations and decide which nominee should receive the award. A majority approval, and preferably a unanimous approval, must be reached before this discussion and consensus-building process is complete. The leads should determine the top two and with the help of their subcommittee, recommend a winner and their rationale. The leads will then meet with the Awards Committee Chairs to review the top two and their recommendation to determine if the Awards Committee Chairs concur with the recommendation.

- i. For the Carmona Award, the Award Lead will send the top two nomination packages to the Awards Committee Chair(s). The Awards Process Subcommittee will design a platform for scoring the top two nomination packages (see Appendix X for an example using JOAG's subscription to Survey Monkey); the Awards Committee Chair(s) will collect and compile results from the JOAG Voting Members and facilitate a discussion to select the top nominee, which will be forwarded to the JOAG Executive Committee and then the Office of the Surgeon General for concurrence.

11. Concurrence, Final Approval, and Announcement of Awardees:

- a. The Awards Committee Chair shall forward recommended awardees to the JOAG Executive Committee for their concurrence. If the Executive Committee does not feel the recommended awardees are deserving, they may request that the award not be given that year. If the Executive Committee concurs:
 - (1) The Awards Committee Chair shall verify that the recommended awardees meet basic readiness standards and have no adverse actions in their Electronic Official Personnel Folder (eOPF) by contacting DCCPR.
 - (1) As a courtesy, the JOAG Chair will notify the Office of the Surgeon General of the recommended awardees.
 - (2) At the time the selections are forwarded to the Office of the Surgeon General, the Awards Committee Chair shall notify the awardees, cc'ing their nominators, that they have been selected, pending OSG concurrence, to receive the awards so that they can make plans to travel to the USPHS symposium. Awardees will be asked to provide a one or two paragraph bio that will be used when they are introduced at the award presentation ceremony. See **Appendix V** for sample notification e-mails.
 - (3) The Awards Committee Chair shall notify all the non-selected nominees, cc'ing their nominators, that they were not selected. See **Appendix V** for sample notification e-mails.
 - (4) After all non-selected nominees have been notified, the Awards Committee Chair shall send an e-mail to the CPO of each award recipient announcing the results and requesting that the information be kept confidential until the results are released on the JOAG listserv.

- (5) The Awards Committee Chair shall send an e-mail, through the JOAG Chair, on the JOAG listserv announcing the award recipients.
- (6) Immediately upon notifying all applicants of their status, the Awards Committee shall verify the spelling of award recipients and order plaques to be presented at the USPHS Scientific and Training Symposium by the JOAG Chair.
- (7) The Awards Committee Chair should arrange for an article announcing the award recipients to be published in the JOAG Journal following the USPHS symposium.

12. Timeline for Awards Process:

- a. The timeline should be back-calculated based on the date of the USPHS Scientific and Training Symposium at which the awards will be presented. The Awards Committee Chair shall create real deadlines based on the following general guideline for soliciting and reviewing awards. The Awards Committee Chair shall consult with the Membership Committee Chair to ensure the deadline for receiving award nominations and the deadline for receiving new voting member applications are not so close as to negatively impact each other.

8 months before symposium: Begin reviewing and updating call for nominations and awards documents.

7 months before symposium: Call for volunteers for Award Leads. Set deadline for nominations to be submitted.

6 ½ months before symposium: Announce Award Leads. Incorporate their contact information into the call for nominations and awards documents. Finalize call for nominations and awards documents and post them on JOAG website.

6 months before symposium: After documents are posted on the JOAG website, send out solicitation for awards via the JOAG listserv.

5 months before symposium: Call for volunteers for de-identification and review.

4 months before symposium: Deadline to receive nominations. Based on relative volume of nominations, assign tasks of de-identification and review to volunteers. Begin de-identification process.

3 ½ months before symposium: Complete de-identification process. Begin review process.

2 ½ months before symposium: Complete review of nominations. Compile scores and make selection of awardees. Send to JOAG Executive Committee for their concurrence.

2 months before symposium: Obtain concurrence from JOAG Executive Committee. Forward awardees to the Office of the Surgeon General. Notify awardees of their selection (so that they can make travel arrangements). Request 1-2 paragraph bio from each awardee.

1 ½ months before symposium: Order plaques, coordinating with JOAG Financial Liaison.

1 month before symposium: The Recognition Subcommittee begins collecting nominations from all JOAG committees and preparing recognition certificates.

2 weeks before symposium: Receive bio from awardees. Pick up plaques and proof for accuracy. Arrange for plaques to be transported to USPHS symposium.

At USPHS symposium: Presentation of awards. Make sure each presenter has the actual award, history and brief description of the award, and the awardee's bio.

C. Commissioned Corps (CC) Awards Subcommittee Procedures

1. This subcommittee will review the Division of Commissioned Corps Personnel and Readiness' (DCCPR's) activities as they develop policies for CC Awards.
2. This subcommittee will monitor changes in awards and how they affect junior officers.
3. Relevant changes to the awards system will be communicated to the JOAG Awards Committee Chair, for dissemination to CC junior officers at large.
4. This subcommittee will also work to provide guidance and assistance in the nomination of junior officers for Commissioned Corps awards.
5. This committee will be comprised of one Lead and volunteers as needed.

D. Special Assignment Award (SAA) Subcommittee Procedures

1. This subcommittee will oversee the process of maintaining JOAG voting members' logs related to their JOAG activities and will review voting members' eligibility for a Special Assignment Award periodically.
2. This subcommittee will prepare the recommendation package for the Special Assignment Awards to be submitted to the Office of the Surgeon General when a sufficient number of voting members have met the eligibility requirements.
3. This subcommittee will be comprised of one Lead and volunteers as needed.
4. JOAG voting members are eligible to be recommended for a Special Assignment Award once per term. Thus, a voting member is eligible for a second Special Assignment Award if serving a second term beyond the first term. JOAG voting members need to log at least 30 "days" of JOAG activities to be eligible to be recommended for a Special Assignment Award (SAA). One "day" is equivalent to one hour or more of JOAG work on any given day during a voting member's term.
5. At the beginning of each Operational Year, the Awards Committee shall distribute activity logs and guidance on logging JOAG activities to all voting members. These activity logs are periodically evaluated and verified by the JOAG SAA Committee. When a sufficient number of voting members are eligible for the Special Assignment Award (deadline: end of September), the Awards Committee compiles a recommendation package for the Special Assignment Award and submits it to the JOAG Chair for concurrence. The package is forwarded to the Office of the Surgeon General through the JOAG Senior Advisor after receiving the concurrence of the JOAG Chair.
6. See **Appendices VI, VII, VIII, and IX** for a sample e-mail for distributing the activity log, the activity log, a sample e-mail for collecting the activity log, and a sample memo requesting the Special Assignment Award.

E. JOAG Recognition Subcommittee Procedures

1. This subcommittee will oversee recognition efforts for active JOAG participants, advisors, and other people JOAG chooses to recognize.
2. This subcommittee will assist the JOAG Chair with the annual JOAG recognition certificates, distribute the template letter of appreciation to all JOAG Committee Chairs and Subcommittee Leads towards the end of the operational year, and coordinate gavels, plaques, and the like as needed.

3. This subcommittee will be comprised of one Lead and volunteers as needed.
4. Instructions for ordering award plaques and JOAG chair gavel:
 - a. The award recipients of the three JOAG awards are to be given a plaque recognizing them for their accomplishments. The same plaque will be used for all three awards. The style of the plaque is the 8" x 10.5" Genuine Walnut Corporate Award Plaque with a Gold Plate. **Appendix XI** provides a copy of the JOAG logo file to be used. If using Awardsco, an account has been set up under the name Merel Kozlosky, the 2012 order number 1000211357 can be used for reference. Check with the award recipients to confirm how they want their name shown on the plaque. See **Appendix XII** for a photograph of a plaque given in 2012. Conduct a vendor price comparison chart such as the example below for the 2013 Officer Award plaques, with corresponding estimates before submitting a preliminary funding request form. Do not use Crown Trophy; their product scratches very easily.

Vendor	Price	Included	Comments
Dinn Brothers	\$58.75	Gavel, Stand, Standard Gold Engraving Plate (on the side of the stand), Engraving, Shipping	<input type="checkbox"/> Recommended vendor, most cost efficient option <input type="checkbox"/> Unsure of how actual/final product will look compared to previous JOAG chair gavel sets <input type="checkbox"/> Gavel will be slightly different that the product noted in the SOP as black oval plate is not available
Franks Engraving Service	\$101.78	Gavel, Stand, Customized Oval Plate (on top of stand), Engraving	<input type="checkbox"/> This is the vendor noted in the SOP. <input type="checkbox"/> DC Metro area vendor so the cost does not include shipping (would have to pick it up from Arlington)

Athletic Awards	107.50	Gavel, Stand, Standard Gold Engraving Plate (on the side of the stand), Engraving	<input type="checkbox"/> Shipping info not available prior to checkout <input type="checkbox"/> This (or higher) seems to be the average for a gavel and stand set from most vendors
Things Remembered	\$75.00	Gavel, Sound Block, Engraving (on Gavel head only)	<input type="checkbox"/> Only Mahogany and High Gloss Mahogany colors available (would look significantly different from previous chair gavels) <input type="checkbox"/> Gavel Stand not available <input type="checkbox"/> Shipping and Tax information not available prior to payment information input <input type="checkbox"/> Comment section of website notes engraving band must be fitted manually, and final product is not high quality
**Crown Trophy	\$53.00		<ul style="list-style-type: none"> Price noted is for 8x10 Cherry plaque with appropriate engraving plus MD sales tax (local vendor). Stopped by the store yesterday and vendor is ready to prepare order when approved and can have plaques available by the week of May 13th for pick up.
Awards Crafters, Inc	N/A		
Awards Co	\$99.00		<ul style="list-style-type: none"> Previous vendor, price noted is for

			8x10 Walnut plaque and appropriate engraving and does not include shipping
--	--	--	--

b. The plaques can be ordered online and a proof will be sent to review prior to finalization of the plaque. The plaques should be ordered at least a month prior to the award date in order to accommodate changes. The Awards Committee Chair or designee will need to submit a JOAG Funding Request form to the JOAG Treasurer for reimbursement. Please be sure to use the most current Funding Request form. The JOAG Awards Committee Chair or designee should coordinate with the JOAG Chair and JOAG Symposium Planning Committee Chair to determine when the JOAG awards (plaques) will be presented at the USPHS Symposium. Reminder to submit your reimbursement to Financial Liaison with final invoice after you order the awards. It takes about 10-14 business for COF to process the reimbursement.

c. Each year a gavel is to be presented to the incoming JOAG Chair at either the USPHS Symposium or at the final JOAG meeting of the operational year. The gavel can be ordered through several vendors including: Dinn Brothers, Things Remembered, Gavel Company, or Frank’s Engraving Service. A cost comparison should be created before proceeding with the final budget proposal to the EC. The gavel should be 10” in length and include the following: a gavel, a stand, and an engraving plate with gold lettering on the gavel base stand.

The following engraving is recommended for the plate:
 LT John Smith
 Junior Officer Advisory Group (JOAG)
 Chair, Year-Year

d. The gavel should be ordered at least a month prior to the presentation date. The Awards Committee Chair or designee will need to submit a JOAG Funding Request form to the EC Financial Liaison for reimbursement.

e. See **Appendices XIII** and **XV** for the 2012 JOAG Funding Request Form as well as a photograph of the 2011 Gavel.

5. Instructions for Recognition Certificates:

a. The JOAG Chair recognizes the following groups with a certificate that is traditionally announced and distributed at the USPHS Symposium*(see note below for exceptions):

- (1) Non-Voting Member Committee Co-Chairs
- (2) Non-Voting Member Committee Secretaries
- (3) Two Outstanding Participants from each Committee

b. One month before the Symposium the Awards Committee Co-Chair shall notify the JOAG Chair of the upcoming solicitation for recognition certificates. The Recognition Subcommittee must put out a call to all JOAG Committee Voting Members who chair a JOAG Committee to solicit names for the above-mentioned groups. Nominations should be submitted no later than April 30th for a May conference or May 30th for a June conference. See below for an email template:

Greetings Voting Members,

JOAG would like to recognize the outstanding members of your respective committees. Please provide me with names of your outstanding committee members for the following:

1. Non-Voting Member Co-Chair
2. Secretary Recognition
3. 2 Outstanding Non-Voting Members*

These members will receive a certificate of appreciation that will be announced and distributed at this year's USPHS Symposium. Please respond to me with the names of these deserving officers to be recognized by COB **[INSERT DATE: latest is April 30th for a May conference or May 30th for a June conference]****.

If you have any questions, please do not hesitate to contact me.

Thanks!

*The nomination of additional outstanding non-Voting Members will be considered on a case by case basis, not to exceed 2 additional members (total of 4 outstanding non-Voting Members) for a given committee.

Committees with outstanding non-Voting Members whose workload/performance peak closer to/after the certificate deadline may request the JOAG Chair to recognize the officer with a certificate after the Symposium. This exception will be done on a case by case basis and only in circumstances where a **significant amount of work was conducted by an officer after the deadline given by the Awards Committee. The Executive Committee has automatically approved an extension for the Development and Symposium Planning Committees.

- c. The Recognition Subcommittee needs to compile submitted names. A format similar to this Excel worksheet found in Appendix XIV can be used to record the information:
- d. Once the names are collected and compiled, the Recognition Subcommittee inserts the names into the appropriate certificate template, then sends the certificates to the JOAG Chair / Vice Chair. They will then insert the signatures, print the certificates, and bring them to the USPHS Symposium for distribution. The certificate templates are provided below for reference:



Recogniton
Template 1.PUB



Recognition
Template 2.PUB



Recognition
Template 3.PUB

- e. The certificate recipients should be notified ahead of time, so they can plan to attend the symposium to receive their certificate if possible. Only certificates for participants who plan to attend the symposium need to be printed. Photos should be collected from all recipients, and a Power Point presentation prepared for the symposium.

For recipients who do not attend the symposium, the JOAG Chair will sign an electronic version of the certificate. The Chair of the recipient's respective committee is responsible for distributing the certificates to them by email.

After the symposium the JOAG Chair should send an email through the JOAG listserv recognizing the certificate recipients. In addition, an article should be written about the award recipients and published in the next JOAG Journal.

- f. Exceptions for nominations of Outstanding Non-Voting Members:

- (1) The nomination of additional outstanding non-Voting Members will be considered on a case by case basis, not to exceed 2 additional members (total of 4 outstanding non-Voting Members) for a given committee.
- (2) Committees with outstanding non-Voting Members whose workload/performance peak closer to/after the certificate deadline may request the JOAG Chair to recognize the officer with a certificate after the Symposium. This exception will be done on a case by case basis and only in circumstances where a **significant** amount of work was conducted by an officer after the deadline given by the Awards Committee. The Executive Committee has

automatically approved an extension for the Development and Symposium Planning Committees.

F. Standard Operating Procedures Subcommittee Procedures

1. This subcommittee will annually review the Awards Committee SOP and update the SOP as needed.
2. This subcommittee will be comprised of the JOAG Awards Committee Chair and volunteers as needed.

ARTICLE IV

MINIMUM STANDARDS FOR COMMITTEE PARTICIPANTS

Section 1. Committee Participant: Committee Participant minimum standards include:

- A. Attending at least half of the eligible meetings since joining the Committee
- B. Active participation in at least one Project or Subcommittee annually
- C. Active participation in meeting discussions and providing input to the Committee Chair solicitations

Also see JOAG General SOP, Article VI, Section 1.

ARTICLE V

TRANSITIONING

Section 1. Incoming Committee Chair Preparation: Incoming Committee Chair and outgoing Committee Chair should schedule a meeting to discuss the transitioning of the position. In collaboration with the outgoing Committee Chair, the incoming Committee Chair will utilize the orientation guidelines and practices regarding absenteeism and member recognition to assist them in their preparation as the Committee Chair. Transitioning will also include orientation to Committee documents, JOAG Committee Chair Frequently Asked Questions Guidance Document, and the JOAG Strategic Plan. **Also see the JOAG General SOP, Article VIII, Section 1.**

ARTICLE VI

ABSENTEEISM POLICY

- Section 1.** Absenteeism Policy: Committee Participants should inform the Committee Secretary if they will be unavailable to make a Committee meeting. To maintain their status, Committee Participants need to attend at least half of the eligible meetings since joining the Committee. **Also see JOAG General SOP, Article VII, Section 1.**
- Section 2.** Member Participation: Committee Participants who miss more than half the meetings in a six month period (June through December) or half the meetings in a twelve month period (January through December) shall be considered “inactive” and not be eligible for inclusion on the website’s roster and for the Committee’s end-of-year Letter of Appreciation. The Committee Secretary shall keep attendance of all meetings and notify the Committee Chair if a member has fallen below the 50% attendance mark. 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 Committee Chair reserves the right to utilize appropriate discretion in determining whether or not an individual Officer should be recognized as a Committee Participant. **Also see JOAG General SOP, Article VI, Section 1.**
- Section 3.** Notifying Inactive Members: Those Committee Participants who fall below the 50% attendance mark will be sent an e-mail by the Secretary (Co-Secretaries) informing them of such and that they will be removed from the website roster and may not be eligible for the end-of-year Letter of Appreciation. Those Officers who choose to disassociate from a Committee, not respond, or continue to fail to attend meetings will not achieve the minimum recognition of Committee Participant as outlined above and in **JOAG General SOP, Article X, Section 2. Also see JOAG General SOP, Article VII, Section 3.**

ARTICLE VII

MEMBER RECOGNITION

- Section 1.** Committee Participants: Committee members who maintain the minimum standards for Committee Participants (Article IV) will be acknowledged through the following methods:
- A. A written letter signed by the Committee Chair (Co-Chairs) suitable for inclusion in the Officer's OPF.

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 criteria) since joining the Committee.
 - B. Approval to list membership role with JOAG Committee on official

Curriculum Vitae as “Committee Participant.”

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.
Also see JOAG General SOP, Article X, Section 1.

ARTICLE VIII

CHANGES TO THE STANDARD OPERATING PROCEDURES (SOP)

- Section 1.** Updates to the Awards SOP: The Committee Chair (or Co-Chairs) shall be responsible for maintaining and updating the Awards SOP. Updates to the SOP may be initiated as needed by the Committee Chair (or Co-Chairs), Subcommittee Leads, or JOAG Executive Committee. Any Subcommittee Lead or JOAG Executive Committee member may request a review of the SOP or suggest a change to the SOPs through correspondence with the Committee Chair (or Co-Chairs). If deemed worthy of further review, such a review shall occur with drafting of new proposed verbiage.
- Section 2.** Awards Committee SOP Review: The Committee Chair (or designee) will initiate the yearly review process. The Awards Committee SOP shall be reviewed annually by the Committee Chair and the Subcommittee Leads to ensure the SOP is up-to-date and adequate to meet the needs of the Committee.
- Section 3.** Approval: Awards Committee SOP requires review and approval by the Policy and Procedures (P&P) Committee and the JOAG Executive Committee. The draft revised SOPs shall be submitted first to the P&P Committee for review of format and general content. The Awards Committee shall make revisions, if necessary, following P&P Committee review, then submit the draft revised SOP to the JOAG Executive Committee liaison to begin Executive Committee review. After receipt and incorporation of edits or comments from the Executive Committee, the SOP shall be considered final.
- Section 2.** Minor changes: Minor changes to the SOP (i.e. to correct spelling or grammar or to clarify unclear wording) may be made without P&P Committee or JOAG Executive Committee review and approval.

APPENDICES

Please Note: In all documents included in the appendices, at minimum, the areas highlighted in yellow need to be updated on an annual basis.

DRAFT

Appendix I: Welcome Letter
JUNIOR OFFICER ADVISORY GROUP (JOAG)
AWARDS COMMITTEE
UNITED STATES PUBLIC HEALTH SERVICE



DATE: [Insert Date]

TO: [Insert Officer Rank and Name]

On behalf of the Junior Officer Advisory Group (JOAG), I would like to express gratitude for your interest in the Awards Committee.

[Insert paragraph indicating when Awards Committee meetings are held.]

The JOAG General Standard Operating Procedures (SOP) provides guidance on levels of participation on JOAG committees. Please review that SOP to determine the roles of committee participants versus observers.

The JOAG Awards Committee Standard Operating Procedures (SOP) provides internal guidance for the operations and procedures of the JOAG Awards Committee. This SOP provides guidance on matters not addressed by the JOAG Charter or Bylaws.

The mission of the JOAG Awards Committee is to facilitate the awards process and recognize junior officers for their accomplishments and commitment to the mission of the United States Public Health Service (USPHS), as outlined in the JOAG Bylaws.

The responsibilities of the JOAG Awards Committee include:

- A. Solicit, review, and recommend awardees of all JOAG awards.
- B. Review annually the criteria, scoring system, and nomination forms for all JOAG awards.
- C. Develop, maintain, and review the awards program for JOAG.
- D. Keep abreast of changes to the USPHS Commissioned Corps Awards System and be a resource for junior officers by explaining how these changes may affect them.
- E. Serve as resource, advisor, and support to the JOAG Executive Committee and USPHS senior officers on any issues related to awards as they pertain to junior officers.
- F. Generate and track Special Assignment Award (SAA) nominations for JOAG voting members meeting eligibility requirements.
- G. Maintain recognition process (i.e. Letter of Appreciation, plaques) for active JOAG participants and advisors.
- H. Review committee structure and SOP annually to ensure they are up to date and adequate for the committee's functions.
- I. Maintain the Awards Committee section of the JOAG website.

We look forward to your contributions to the JOAG Awards Committee.

Sincerely,

[Insert Printed Chair or Co-Chairs Name]

[Chair or Co-Chairs], JOAG Awards Committee

Appendix II: Letter of Appreciation for Active Participants

JUNIOR OFFICER ADVISORY GROUP (JOAG)
[INSERT NAME IN ALL CAPS] COMMITTEE
UNITED STATES PUBLIC HEALTH SERVICE



DATE: [Insert Date]

TO: [Insert Officer Rank and Name]

On behalf of the Junior Officer Advisory Group (JOAG), [I or We] would like to express sincere appreciation for your outstanding service to JOAG. Your work on the [Insert Name] Committee has been invaluable.

Your service and contributions have allowed JOAG to remain a strong voice within the USPHS Commissioned Corps and successfully serving the professional needs of junior officers. Because of your commitment, JOAG continues to have significant impact on [describe impact and add more sentences as necessary].

JOAG appreciates your passion for the U.S. Public Health Service Commissioned Corps and your dedication to the needs of junior officers. Your professionalism, leadership, and esprit de corps are commended.

Sincerely,

[Insert Signature of Chairs/Co-Chairs]

[Insert Printed Chair or Co-Chairs Name]

[Chair or Co-Chairs], [Insert Name] Committee

Appendix III: Award De-identification Procedure

To maintain the integrity of the award review process, each nomination should be de-identified as follows. These guidelines of what to remove and what not to remove should be followed strictly and should not be strayed from.

Instructions for Award Lead:

1. Each award nomination should be one PDF document. If the nomination was submitted as several separate documents, consolidate them into one PDF document.
2. Create a numbering system/code for identifying the de-identified packages (e.g. for **Excellence Award**, EXC01 = LT John Doe, EXC02 = LTJG Jane Smith, **Carmona Award**, CAR01= LT John Doe, CAR02= LTJG Jane Smith, **JOY Award**, JOY01= LT John Doe, JOY2= LTJG Jane Smith, etc).
3. Send the de-identification volunteer the award nomination with instruction on what file name to use for the de-identified nomination. The file name of the de-identified package should be the identification number plus the word “redacted.”
4. The Award Lead shall maintain original, unaltered copies of each of the nominations he or she receives. He or she shall also generate a spreadsheet linking the identification number to the name of the nominee and name of the nominator (since a nominee may be nominated by more than one person and a nominator may nominate more than one person, both should be listed on the spreadsheet).
5. No one besides the Award Lead and the Awards Committee Chair and Co-Chair shall have access to this spreadsheet until all reviews are complete and a selection is made.
6. Review the redacted nominations to ensure all needed information was redacted.
7. Forward the redacted nominations to the reviewer volunteers according to your distribution plan.

Instructions for De-identification Volunteer:

1. You will receive the award nomination from the Award Lead with instructions on what file name to use for the de-identified nomination.
2. Follow the following instructions for using Adobe Acrobat 8.0 or higher and for what to remove and what not to remove to de-identify the nomination. **These guidelines of what to remove and what not to remove should be followed strictly and should not be strayed from.**
3. Return the de-identified file with the correct file name to the Award Lead by the date they indicated.

Redaction Guidelines:

REMOVE the following information wherever it may appear in the nomination:

- Name of nominee
- Nominee’s gender (e.g. he/she, him/her, himself/herself)
- Nominee’s address, e-mail, and phone number
- Nominee’s PHS serial number
- Nominee’s job title and division (**but do not remove OPDIV or agency, do not remove any description of job or duties, and do not remove outside activity/extracurricular/JOAG/PAC/etc titles**)
- Name of nominator and their personal info (address, e-mail, phone number, PHS#, etc)
- Name of any other officer

DO NOT REMOVE the following information:

- Rank of nominee
- Category of nominee
- Nominee's OPDIV or agency
- Nominee's job description
- Nominee's outside activity/extracurricular/JOAG/PAC/etc titles
- Do not remove anything else.

Redaction Procedure for Adobe Acrobat 8.0 Professional and Higher

1. Open the PDF document that you intend to redact information.
2. Select Advanced → Redaction → Mark for Redaction. The Mark for Redaction Tool cursor changes depending on the content to be redacted. If you place the cursor over an image or if no objects are present, a cross hair cursor appears. If you place the cursor over text, a box appears that allows you to highlight text. Use this cursor to highlight the area to redact.
3. Highlight areas to be redacted (e.g. officer's name throughout the document). Ensure that you have selected all the information that you wish to redact.
4. Select Advanced → Redaction → Apply Redaction **or** you can right-click with your mouse to select the Apply Redaction. You will receive a message box confirming that you want to apply the redaction and continue, click "OK. The next message box will state that your redactions have been successful and would you like to examine the document, select "No". This should hide any information that you wish to de-identify.
5. Select Save As and use the appropriate name for the de-identified document. (e.g. file name will be something like **EXC01-Redacted**, **CAR01-Redacted**, or **JOY01-Redacted**.)
6. Send the de-identified document back to the Award Lead by the deadline given.

Appendix IV: Award Reviewer Score Sheets

Score Sheet for JOAG Excellence Award:

JOAG Excellence Award ID #

Reviewer:

These are the three questions from the nomination form which will be the basis for scoring the JOAG Excellence Award.

1. What recognizable JOAG workgroup, committee, and/or subcommittee accomplishments has the officer achieved?
2. In what ways has the officer shown commitment to the mission and goals of JOAG?
3. How has the officer demonstrated leadership?

On a scale of 1 to 5 with 5 being the highest, rate each officer in the following areas and total the score. Score should be a whole number (no decimals) and based upon objective criteria.

Criteria for a scoring

1 = No active participation on any committee or workgroup. Activity with JOAG was limited to listening only, demonstrates no activity, not a member of any workgroup/committee/billet.

2 = Predominantly listening on calls with some occasional verbal input, demonstrates activity below that of others on the workgroup/committee/billet.

3 = Participated on a single short duration (less than 4 weeks) activity, demonstrated work that was on the same level as the majority of those on the workgroup/committee/billet, only does what is assigned and nothing additional.

4 = Participated on workgroup or committee for an extended period of time (greater than 6 months) or worked on multiple workgroups/committees, demonstrated work that was greater than the majority of those on the workgroup/committee/billet, demonstrates initiative and or innovative thinking.

5 = Chaired a workgroup or committee, provided leadership for development of a document/initiative, demonstrated work that far exceeded that of others on the workgroup/committee/billet, demonstrates and acts upon innovative thoughts, and demonstrates great initiative.

1. Recognizable workgroup, committee, and/or subcommittee accomplishments

Score ____

2. Commitment to the mission and goals of JOAG

Score ____

3. Demonstrated leadership

Score ____

Total _____ / 15

Notes/Comments/Recommendations:

DRAFT

Score Sheet for JOAG Junior Officer of the Year Award:

Nominee: _____

Reviewer: _____

These are the four questions from the nomination form which will be the basis for scoring the JOAG Junior Officer of the Year Award.

1. In what ways has the officer shown commitment to the mission and core values of the USPHS Commissioned Corps?
2. Is this officer a leader in his/her specialty field? How has the officer demonstrated this leadership?
3. What recognizable accomplishments has the officer achieved within or outside of his/her OPDIV or agency?
4. In what ways has the officer demonstrated an innovative approach and/or unique contribution to the mission of the Public Health Service?

On a scale of 1 to 5, with 5 being the highest, rate each officer in the following four areas which correspond directly to the four questions above. Use the “companion document” to help you assess each area. Scores should be a whole numbers (no decimals) and based upon objective criteria.

1. Nominee’s commitment to the mission and core values of the USPHS Commissioned Corps

Score ____

2. Demonstration of leadership in his/her specialty field

Score ____

3. Recognizable accomplishments within or outside of his/her OPDIV or agency

Score ____

4. Demonstration of an innovative approach and/or unique contribution to the mission of the Public Health Service

Score ____

Total _____ / 20

Notes:

Score Sheet for JOAG VADM Richard H. Carmona Inspiration Award:

Nominee: _____

Reviewer: _____

Question 1 Section 1: What are the nominee's contributions and accomplishments as a senior officer, in terms of officership, and how have the contributions impacted junior officers?

Officership: defined as knowledge and skill expertise gained by education and long term experience in the officer's profession.

Raters should consider the quality and duration of areas of specific support that the nominee has displayed. Only accomplishments as a senior officer shall be considered.

6 measures of officership- examples of measures officership as listed in the Carmona 2013 Award Companion Document are:

1. Involvement in Commissioned Corps organizations (e.g. PACs, JOAG, national/local COA chapter), 2. Involvement in other professional organizations (e.g. ROA, AMSUS, category-related associations), 3. Teaching/publishing (e.g. clinics, lectures/education seminars, journal articles), 4. Involvement in recruitment activities, 5. Maintaining readiness/deploying with OFRD, 6. Wearing the uniform properly and observing military bearing and courtesy

0.5 1

- Officership with minimal above and beyond qualities in any single measure of Officership; doing no more than is expected of their rank or billet.
- Provided standard guidance by modeling USPHS values AND basic activities that contribute to the advancement, well-being and positive image of the Corps.

Examples:

- Passively inspiring the junior officer by example towards success; e.g., CAPT X inspired me to become involved in JOAG as a voting member

1.5 2

- Officership characterized as above and beyond on 1 measure of Officership; doing more than was expected of his/her rank and/or billet.
- Provided active guidance beyond modeling to the junior officer in 1 measure of Officership resulting in the junior officer's above and beyond success in at least 1 such measure.

Examples:

- Active involvement in Corps and professional organizations, recruitment activities, etc. (e.g., due to CAPT X, officers in my branch have maintained basic readiness within the past two years)

2.5 3

- Officership characterized as above and beyond on 2 measures AND at least standard in other measures.
- Provided active guidance towards a junior officer's success in multiple measures of Officership leading to noteworthy or outstanding success in ≥ 2 measures of officership for the junior officer.

OR

- Provided active guidance towards ≥ 2 junior officers' with noteworthy and outstanding success in ≥ 1 measures of Officership.

Example:

-The outcome/success is far reaching within the USPHS community or immediate work environment.

3.5 4

-Officership characterized as above and beyond in 3 measures AND at least standard in other measures.

- Provided active guidance towards a junior officer's success in multiple measures of Officership leading to noteworthy or outstanding success in ≥ 3 measures of officership for the junior officer.

OR - Provided active guidance towards ≥ 2 junior officers' with noteworthy and outstanding success in ≥ 2 measures of Officership.

Examples:

-The outcome/success resulted in advancement of the Corps in a far reaching way beyond the USPHS community.

4.5 5

-Officership characterized as above and beyond in ≥ 4 measures

- Provided active guidance toward ≥ 2 junior officers' success in multiple measures of Officership leading to noteworthy or outstanding success in ≥ 3 measures of officership for the junior officer

AND resulted in a specific advancement or positive image of the corps in a far reaching way AND/OR led to the attainment of a specific USPHS vision or mission.

Examples:

- Far reaching results include regional, national or international impact. – Vision or mission includes any of the USPHS missions or visions.

SCORE FOR QUESTION 1 Section 1 _____

Question 1 Section 2: What are the nominee's contributions and accomplishments in terms of leadership, and how have the contributions impacted junior officers?

Leadership: Defined as an act of inspiring or motivating junior officers so they can achieve success. Raters should consider the quality, duration, and impact of leadership that the nominee has displayed. Only accomplishments as a senior officer shall be considered.

The areas where officers can display leadership include but are not limited to: 1. Involvement in Commissioned Corps organizations (e.g. PACs, JOAG, national/local COA chapter), 2. Involvement in other professional organizations (e.g. ROA, AMSUS, category-related associations), 3. Readiness (e.g., support of meeting readiness standards, deployment team leadership), 4. Training support (regarding both professional and personal development), 5. Teaching/publishing (e.g., e.g. clinics, lectures/education seminars, journal articles), 6. Corps organizations (e.g., JOAG, category PAC, and local COA)

0.5 1

-Leadership with minimal above and beyond qualities. The senior officer provided only basic guidance toward the effectiveness and success of a junior officer; doing no more than is expected of their rank or billet.

Examples:

- CAPT X provided feedback for junior officer's conference presentation.

1.5 2

-Leadership characterized as above and beyond in 1 area within or outside the Corps, doing more than was expected of his/her rank and/or billet. AND

-Provided guidance and active assistance toward one junior officer's successful leadership in 1 aspect of the Corps and/or professional career.

Examples:

- CAPT X coordinated leadership forum for junior officers and co-authored a publication with junior officer.

2.5 3

-Leadership characterized as above and beyond in ≥ 2 areas within or outside the Corps. AND

-Provided guidance and active assistance toward the junior officer's successful leadership in ≥ 1 aspect & contributed to their success in other fronts.

Examples:

- CAPT X coordinated leadership forum for junior officers and assisted junior officers in meeting basic readiness, co-authored a publication with junior officer, and/or nominated junior officer for a workplace award.

3.5 4

-Leadership characterized as above and beyond in ≥ 3 measures. AND

-Provided guidance and active assistance toward the junior officer's successful leadership in ≥ 2 aspects of the Corps and/or professional career.

Examples:

- CAPT X coordinated leadership forum for junior officers and assisted junior officers in meeting basic readiness, lead a PAC committee, co-authored a publication with junior officer, and nominated junior officer for a workplace award.

4.5 5

-Leadership characterized as above and beyond in ≥ 3 specified areas.

-Provided guidance and active assistance toward the junior officer's successful leadership in ≥ 3 aspects of the Corps and/or professional career.

Examples:

- CAPT X coordinated leadership forum for junior officers and assisted junior officers in meeting basic readiness, lead a PAC committee, co-authored a publication with junior officer, nominated junior officer for a workplace award, and facilitated junior officer to serve as representative for working group.

SCORE FOR QUESTION 1 Section 2 _____

Question 2: What specific support did the nominee provide to you as a junior officer and/or other junior officers to help you gain understanding of and develop within the Commissioned Corps?

Raters should consider the quality and quantity of areas of specific support that the nominee has displayed.

Areas of Support- *The following 10 areas are examples of this type of support as listed in the Carmona 2013 Award Companion Document:*

1. COER evaluation (understanding its purpose and active help in improvement), 2. Uniform wear and military bearing and courtesy, 3. Readiness (e.g., support of meeting readiness standards, support of deployments), 4. Training support (regarding both professional and personal development), 5. Promotion assistance (e.g., promotion benchmarks, award information, correct format for the CV, geographic mobility, continued education, etc), 6. Billet information, 7. Assimilation information, 8. Benefits (e.g., military base privileges, retirement, leave, health care, USAA, etc), 9. Commissioned Corps structure (e.g., teaching the purposes of DCCPR, eOPF, awards nomination process, etc), 10. Promotion of Corps organizations (e.g., JOAG, category PAC, and local COA)

1 **2**

Mentorship with minimal above and beyond qualities. Mentor provided only standard required information about the Commissioned Corps and standard developmental assistance for the mentee to develop. Doing no more than is expected of their rank or billet.

Examples:

- Limited effort to individualize support to the mentee.
- Met with only one mentee 2-4 times offering standard assistance.

3 **4**

Mentorship that was characterized as above and beyond minimal expectations for a mentorship program in one specified area, doing more than was expected of his/her rank and/or billet.

Examples:

- Active assistance in helping the mentee in one of the above 10 example areas listed above.
- Provided advanced mentorship by meeting with mentee for 2-4 times to address one specific area.

5 **6**

Mentorship that was characterized as above and beyond minimal expectations for a mentorship program in one area and standard mentorship in other areas.

Examples:

- Active assistance in helping mentee in one of the above 10 areas in addition to providing standard mentorship.
- Met with mentee for 2-4 times to address one area in addition to standard assistance in other areas.
- Alternatively, met with 2 mentees, providing advanced mentorship to one.
- Typically, been a mentor for at least 3 years.

7 **8**

Mentorship that was characterized as above and beyond minimal expectations for a mentorship program in two specified areas.

Examples:

- Active assistance in helping the mentee in two of the above 10 example areas listed above.
- Met with mentee for 2-4 times to address each of the two specific areas.
- Alternatively, the mentor met 2-4 times to address one specific area with two different mentees.
- Typically, been a mentor for at least 4 years.

9 10

Mentorship that was characterized as above and beyond minimal expectations for a mentorship program in three or more specified areas.

Examples:

- Active assistance in helping the mentee in three of the above 10 example areas listed above.
- Met with mentee for 2-4 times to address each of the three specific areas.
- Alternatively, the mentor met 2-4 times to address one specific area with at least three different mentees.
- Typically, been a mentor for at least 5 years.

SCORE FOR QUESTION 2 _____

Question 3: How has the nominee inspired you and/or other officers regarding career development? Please be specific and include new roles/activities engaged in since being mentored by the nominee as well as the nominee's qualities and attributes that inspire you. (See Companion Document for more details on how nominator should approach question – SOP page 66)

1 2

Nominator was prepared to meet obligations of work and those of being a Commissioned Corps officer (e.g., basic ready, mentorship for duty assignment)

Examples:

Narrative may only include a positive statement about nominee with the main focus on the nominee's qualities/attributes (no examples given – e.g., “CAPT X's leadership helped me become basic ready and function at a high-level as a new project manager)

3 4

Multiple officers, including nominator, were prepared to meet obligations of work and those of being a Commissioned Corps officer (e.g., basic ready, routine mentorship for duty assignment)

Examples:

Narrative may simply give a single example of something the nominator and fellow officers have been inspired to undertake without detailing how it is attributed to the nominee (e.g., “Due to the CAPT X, all officers in our division are basic ready.”)

5 6

Nominator joined extracurricular PHS activities (no examples given showing active participation) or grew in his/her role and responsibility at his/her assigned duty station (no examples given how role or responsibility increased as a direct result of nominee)

Examples:

Narrative only provides a list of examples of something he/she has been inspired to undertake without detailing how the listed examples were attributed to the nominee (e.g., “CAPT X inspired me to actively participate in JOAG and PharmPAC, and he helped me grow as a project manager for my division.”)

7 8

Nominator became actively involved in extracurricular PHS activities or grew in his/her role and responsibility at his/her assigned duty station (examples given for both cases)

Examples:

Narrative provides greater detail about example(s) and how they can be attributed to nominee – could be only one example with significant impact: applying for a new position (team leader, supervisor, etc) AND qualities about the nominee that inspire the nominator (e.g., CAPT X taught me how to properly conduct meetings, showed how best to utilize my pharmacist background and was instrumental in preparing me to become a team lead.”)

9 10

Nominator initiated an activity or initiative OR multiple officers, including nominator, became actively involved in extracurricular PHS activities or grew in their roles and responsibilities at the their assigned duty station (narrative should provide clear impact of nominee on MULTIPLE officers)

Examples:

Narrative provides greater detail about examples AND lists qualities about the nominee that inspires officers (including the nominator) OR Nominee mentions how they have begun to impact other officers based on their experience with their nominee (e.g., “CAPT X’s series of brown bags on promotion inspired me to conduct my own brown bag to 20 officers which focused on pharmacist immunization requirements.”)

SCORE FOR QUESTION 3 _____

Appendix V: Award Decision Notifications

JOAG Excellence Award Recipient:

On behalf of the Junior Officer Advisory Group, we would like to congratulate you on being selected as the recipient for the JOAG Excellence Award! There were a total of **[insert number]** nominations received with many outstanding officers showing commitment to JOAG through active committee or workgroup participation. Your achievements went above and beyond the expectations of a junior officer and showed your commitment to the overall mission of JOAG and the U.S. Public Health Service.

The JOAG Excellence Award is currently awaiting the concurrence of the Office of the Surgeon General and will be presented at the USPHS Scientific and Training Symposium during the Awards Luncheon on **[insert date]**. We would like to congratulate you on this great accomplishment and it is our hope that you will be able to be present to receive this award. In addition, we will announce this accomplishment on the JOAG listserv and to your CPO as soon as the Office of the Surgeon General concurrence has been received.

As we have your award plaque made, we want to be sure we have your name listed correctly. Please reply back to confirm that you would like your name as follows or let us know if you want any changes.

[insert name]

Please also provide a one or two paragraph bio that will be used when you are introduced at the award presentation ceremony.

If you have any further questions, please feel free to contact us.

Thank you,
JOAG Awards Committee Co-Chairs

JOAG Junior Officer of the Year Award Recipient:

On behalf of the Junior Officer Advisory Group, we would like to congratulate you on being selected as the recipient for the JOAG Junior Officer of the Year Award! There were a total of **[insert number]** nominations received with many outstanding officers having great accomplishments. Your achievements went above and beyond the expectations of a junior officer and showed your commitment to the overall mission of the U.S. Public Health Service.

The JOAG Junior Officer of the Year Award is currently awaiting the concurrence of the Office of the Surgeon General and will be presented at the USPHS Scientific and Training Symposium during

the Awards Luncheon on **[insert date]**. We would like to congratulate you on this great accomplishment and it is our hope that you will be able to be present to receive this award. In addition, we will announce this accomplishment on the JOAG listserv and to your CPO as soon as the Office of the Surgeon General concurrence has been received.

As we have your award plaque made, we want to be sure we have your name listed correctly. Please reply back to confirm that you would like your name as follows or let us know if you want any changes.

[insert name]

Please also provide a one or two paragraph bio that will be used when you are introduced at the award presentation ceremony.

If you have any further questions, please feel free to contact us.

Thank you,
JOAG Awards Committee Co-Chairs

JOAG Richard H. Carmona Inspiration Award Recipient:

On behalf of the Junior Officer Advisory Group, we would like to congratulate you on being selected as the recipient of the JOAG VADM Richard H. Carmona Inspiration Award! There were a total of **[insert number]** nominations received with many outstanding officers serving as mentors and having great accomplishments. Your dedication and mentorship went above and beyond the expectations of JOAG.

The JOAG VADM Richard H. Carmona Inspiration Award is currently awaiting the concurrence of the Office of the Surgeon General and will be presented at the USPHS Scientific and Training Symposium during the Awards Luncheon on **[insert date]**. We would like to congratulate you on this great accomplishment and it is our hope that you will be able to be present to receive this award. In addition, we will announce this accomplishment on the JOAG listserv and to your CPO as soon as the Office of the Surgeon General concurrence has been received.

As we have your award plaque made, we want to be sure we have your name listed correctly. Please reply back to confirm that you would like your name as follows or let us know if you want any changes.

[insert name]

Please also provide a one or two paragraph bio that will be used when you are introduced at the award presentation ceremony.

If you have any further questions, please feel free to contact us.

Thank you,
JOAG Awards Committee Co-Chairs

JOAG Excellence Award Non-Select:

On behalf of the Junior Officer Advisory Group, we would like to thank you for your great accomplishments as a junior officer in the USPHS. It is quite an honor that you were nominated for the JOAG Excellence Award by **[insert name of nominator]**. The JOAG Awards Review Committee

had a difficult task selecting the recipient of this award. Many of the nominations were for junior officers possessing many unique qualifications as well as a strong commitment to JOAG through active committee or workgroup participation.

There were a total of **[insert number]** nominations received for one award. While you were not chosen for the JOAG Excellence Award, we want to commend you for your work ethic, professionalism, and commitment to the missions of the USPHS and JOAG. We strongly encourage you to consider being nominated for a JOAG award in the next JOAG awards cycle. If you have any questions, please feel free to contact us.

Thank you,
JOAG Awards Committee Co-Chairs

JOAG Junior Officer of the Year Award Non-Select:

On behalf of the Junior Officer Advisory Group, we would like to thank you for your great accomplishments as a junior officer in the USPHS. It is quite an honor that you were nominated for the JOAG Junior Officer of the Year Award by **[insert name of nominator]**. The JOAG Awards Review Committee had a difficult task selecting the recipient of this award. Many of the nominations were for junior officers possessing many unique qualifications as well as a strong commitment to the mission of the USPHS.

There were a total of **[insert number]** nominations received for one award. While you were not chosen for the JOAG Junior Officer of the Year Award, we want to commend you for your work ethic, professionalism, and commitment to the missions of the USPHS and JOAG. We strongly encourage you to consider being nominated for a JOAG award in the next JOAG awards cycle. If you have any questions, please feel free to contact us.

Thank you,
JOAG Awards Committee Co-Chairs

JOAG Richard H. Carmona Inspiration Award Non-Select:

On behalf of the Junior Officer Advisory Group, we would like to thank you for serving as a valuable mentor to junior officers in the USPHS. It is quite an honor that you were nominated for the JOAG VADM Richard H. Carmona Inspiration Award by **[insert name of nominator]**. The JOAG Awards Review Committee had a difficult task determining the recipient as many of the nominees were worthy of this award.

There were a total of **[insert number]** nominations received for one award. While you were not chosen for the VADM Richard H. Carmona Inspiration Award, we want to commend you for your mentorship, professionalism, and commitment to the mission of the USPHS and junior officers. We strongly encourage you to consider being nominated for this distinguished award in the next JOAG awards cycle and/or recommend that you nominate a deserving junior officer for one of the JOAG awards. If you have any questions, please feel free to contact us.

Thank you,
JOAG Awards Committee Co-Chairs

Appendix VI: E-mail for Distribution of Voting Member Activity Logs

Hello New JOAG Voting Member,

JOAG voting members who complete and document 30 “days” of JOAG activity during their term are eligible for endorsement for a Special Assignment Award. The JOAG Awards Committee oversees the process of periodically reviewing voting members’ eligibility for a Special Assignment Award and preparing a recommendation for the Special Assignment Award to be submitted to the Office of the Surgeon General when a sufficient number of voting members have met the eligibility requirements.

In order to track your progress towards achieving your 30 “days” of JOAG activity, we ask that you track your JOAG activities on the attached JOAG Activity Log. Please log all your JOAG activities. The JOAG Awards Committee Chairs will later go through your log to verify how many actual “days” of activity you achieved, using the definition of a “day” below. **Please set aside time soon to go back through your calendar or JOAG notes and documents to log your JOAG activity from 1 OCT 20XX until the present. From now on, try to log your activity as it occurs.**

Definition of a “day” of JOAG activity:

- The activity must have occurred after the start of the JOAG operational year. Thus, only activities from 1 OCT 2012 through the end of your voting member term count.
- The activity must be related to JOAG or your work as a JOAG PAC Liaison. Examples of activities that count are preparing reports for JOAG meetings, attending JOAG voting member or general meetings, preparing JOAG-related reports for your PAC meetings, attending your PAC meetings in the role of JOAG PAC Liaison, preparing for and running your JOAG committee or workgroup meetings, any activities related to your JOAG committee or workgroup, reviewing and writing JOAG-related e-mails, reviewing JOAG-related documents, reviewing and scoring new voting member applications, etc.
- **The time spent on JOAG activities within 1 day must be greater than or equal to 1 hour in order for that day to count as 1 “day.”**
- If you do 1 hour of JOAG-related activities in 1 day, that day counts as 1 “day.”
- If you do 6 hours of JOAG-related activities in 1 day, that day still counts as just 1 “day.”
- If you do 30 minutes of activity on 1 day and another 30 minutes of activity on the next day, neither of those days counts because the minimum of 1 hour within a day was not reached.

Sometime next year, we will request that you turn in your JOAG Activity Log so that we can verify how many “days” you have completed. At that time, we will also ask you to e-mail us a copy of your JOAG appointment letter signed by the Surgeon General as we need to include that in our endorsement request for the Special Assignment Award. You are welcome to e-mail a copy of that appointment letter to us at any time and I will keep it in my files.

Please let us know if you have any questions at all. Remember to go back now and log your activity from 1 OCT onwards.

V/R,

JOAG Awards Committee Co-Chairs

Appendix VII: Voting Member Activity Log

Rank and Name:

PHS #: Employee #:

Log of JOAG Activity for 20XX- 20XX

Definition of a “day” of JOAG activity:

- The activity must have occurred after the start of the JOAG operational year. Thus, only activities from 1 OCT 2012 through the end of your voting member term count.
- The activity must be related to JOAG or your work as a JOAG PAC Liaison. Examples of activities that count are preparing reports for JOAG meetings, attending JOAG voting member or general meetings, preparing JOAG-related reports for your PAC meetings, attending your PAC meetings in the role of JOAG PAC Liaison, preparing for and running your JOAG committee or workgroup meetings, any activities related to your JOAG committee or workgroup, reviewing and writing JOAG-related e-mails, reviewing JOAG-related documents, reviewing and scoring new voting member applications, etc.
- **The time spent on JOAG activities within 1 day must be greater than or equal to 1 hour in order for that day to count as 1 “day.”**
- If you do 1 hour of JOAG-related activities in 1 day, that day counts as 1 “day.”
- If you do 6 hours of JOAG-related activities in 1 day, that day still counts as just 1 “day.”
- If you do 30 minutes of activity on 1 day and another 30 minutes of activity on the next day, neither of those days counts because the minimum of 1 hour within a day was not reached.

Date	Activity	Time Allocated
Total “Days” Accumulated	The JOAG Awards Committee Chairs will verify and total your official “days” accumulated.	

Appendix VIII: E-mail for Collection of Voting Member Activity Logs

Hello JOAG Voting Members,

This is a call for your JOAG Activity Log!

JOAG voting members who complete and document 30 “days” of JOAG activity during their term are eligible for endorsement for a Special Assignment Award. The JOAG Awards Committee oversees the process of periodically reviewing voting members’ eligibility for a Special Assignment Award and preparing a recommendation for the Special Assignment Award to be submitted to the Office of the Surgeon General when a sufficient number of voting members have met the eligibility requirements. I would now like to collect your activity logs to assess your progress towards the 30 days as some voting members may already be close to or have achieved their 30 days (depending on the timing of your JOAG responsibilities).

Please e-mail me the following by **[insert deadline]**:

- 1) Your JOAG activity log – The JOAG Awards Committee will review your log and tally up your number of “days” based on the criteria listed in the original e-mail below. Attached is a blank activity log in case you need it.
- 2) Your JOAG appointment letter signed by the Surgeon General

Please contact me with any questions you may have.

V/R,

JOAG Awards Committee Co-Chair

Appendix IX: Special Assignment Award Request Memo

JUNIOR OFFICER ADVISORY GROUP (JOAG)
UNITED STATES PUBLIC HEALTH SERVICE

DATE: [Insert Date]

TO: Chief of Staff, Office of the Surgeon General

FROM: Senior Advisor, Junior Officer Advisory Group (JOAG)

SUBJECT: Recognition of JOAG Voting Members for Special Assignment Award

I certify that the following JOAG voting members have completed thirty consecutive or non-consecutive days of JOAG activity. I therefore request a Special Assignment Award for:

Name and Rank	PHS Number	Service Dates

DECISION:

Approve Disapprove Date: [Insert Date]

[Insert Senior Advisor's Name]

CAPT, USPHS
Senior Advisor, JOAG

Attachments:

Documentation of Appointment Letters to JOAG for these officers

Appendix X: Call for Nominations and Awards Documents

JOAG EXCELLENCE AWARD JOAG JUNIOR OFFICER OF THE YEAR AWARD JOAG VADM RICHARD H. CARMONA INSPIRATION AWARD

20XX Call for Award Nominations

Nomination Deadline: [INSERT DATE, 4 months before symposium]

The Junior Officer Advisory Group (JOAG) is requesting nominations for three awards to be presented at the annual USPHS Scientific and Training Symposium to be held in [INSERT LOCATION], from [INSERT DATES].

The **JOAG Excellence Award** recognizes a non-voting junior officer at the rank of O-4 or below in the USPHS Commissioned Corps, who is an active participant of JOAG, for demonstrating outstanding, dedicated effort, leadership ability, and commitment to JOAG through active committee or workgroup participation. *Self-nominations welcome.*

The **JOAG Junior Officer of the Year Award** recognizes an active duty junior officer at the rank of O-4 or below in the USPHS Commissioned Corps who has made a significant contribution to the overall mission of the U.S. Public Health Service. *Self-nominations welcome.*

The **JOAG VADM Richard H. Carmona Inspiration Award** recognizes an active duty or retired senior officer at the rank of O-5 or above in the USPHS Commissioned Corps who exemplifies outstanding leadership by example, mentorship and empowerment of junior officers, unwavering support of the Commissioned Corps and its mission, and overall inspiration and motivation to the PHS community. *Nominations only accepted from junior officers (at the rank of O-4 or below in the USPHS Commissioned Corps).*

If you know any outstanding officers deserving the recognition of these awards, please see the JOAG Awards website at http://www.usphs.gov/corpslinks/joag/index_files/Awards.htm or the attached documents for details. You can also contact one of the JOAG Awards Committee Co-Chairs, [INSERT NAMES and EMAIL ADDRESSES], or one of the JOAG Award Leads listed below for nomination details. Nominations are due to the appropriate JOAG Award Lead listed below no later than COB on [INSERT DATE].

Send nominations or questions for the **JOAG Excellence Award** to:
[INSERT NAME, EMAIL, PHONE]

Send nominations or questions for the **Junior Officer of the Year Award** to:
[INSERT NAME, EMAIL, PHONE]

Send nominations or questions for the **VADM Richard H. Carmona Inspiration Award** to:
[INSERT NAME, EMAIL, PHONE]

JOAG Excellence Award

20XX Award Requirements

Purpose

- This award recognizes a non-voting junior officer at the rank of O-4 or below in the USPHS Commissioned Corps, who is an active participant of JOAG, for demonstrating outstanding, dedicated effort, leadership ability, and commitment to JOAG through active committee or workgroup participation. *Self-nominations welcome.*

Criteria

- Nominee must be a USPHS Commissioned Corps officer at the rank of O-4 or below who is currently a non-voting, active committee or workgroup participant in JOAG.
- Nominee cannot be a voting member of JOAG or a JOAG Awards Committee Award Lead, De-identifier, or Reviewer for the JOAG Excellence Award.
- Nominee must meet basic readiness standards and have no adverse actions in their eOPF.
- Criteria are further elaborated in the narrative instructions below and *Companion Document* attached.
- Primary emphasis of the narrative must be on activities and accomplishments over the past 12-18 months.

Nomination Package

- Self-nomination or nominations from other Commissioned Corps officers and/or civilians will be accepted.
- A complete nomination package includes a nomination form and narrative.

Narrative Instructions

- Primary emphasis of the narrative must be on activities and accomplishments over the past 12-18 months.
- Answer each question on a separate page; limit responses to **one page** per question.
- Use **12 pt Times New Roman font** and **1 inch margins**.
- **Do not** submit the nominee's CV.
- Submit the narrative as an Adobe PDF file. If electronic submission is not possible, please contact the Award Lead for the JOAG Excellence Award to make alternate arrangements.
- Narratives not submitted in the correct format will be returned to the nominator for reformatting. The nominator will have no more than 2 business days to reformat and resubmit.

Narrative Questions

Using the JOAG Excellence Award *Companion Document* as a guide, please provide a supportive narrative that answers the following three questions:

1. What recognizable JOAG workgroup, committee, and/or subcommittee accomplishments has the officer achieved?
2. In what ways has the officer shown commitment to the mission and goals of JOAG?
3. How has the officer demonstrated leadership?

Selection and Award

- The JOAG Awards Committee will score the award nominations based on the narrative responses to the questions, with each narrative response receiving equal weight. The committee will then make the final selection and forward the officer's name to the JOAG Executive Committee for final approval.
- Once the awardee is selected, the awardee and nominator will be notified and the award will be presented at the annual USPHS Scientific and Training Symposium.
- The award will consist of a plaque and a certificate.

Nomination Submission

- Nominations are due via email by COB on **[INSERT DATE]**.
- Send complete nomination package as a combined attachment or questions for the JOAG Excellence Award to:

[INSERT NAME, EMAIL, PHONE]

DRAFT

JOAG Excellence Award

20XX Nomination Form

This award recognizes a non-voting junior officer at the rank of O-4 or below in the USPHS Commissioned Corps, who is an active participant of JOAG, for demonstrating outstanding, dedicated effort, leadership ability, and commitment to JOAG through active committee or workgroup participation. *Self-nominations welcome.*

Please note that this nomination form is required for administrative purposes and will not be forwarded to award reviewers.

About Nominee:

Name of Nominee: _____ Rank: _____

PHS#: _____ Category: _____ Agency/OPDIV: _____

Job Title: _____

Work Address: _____

Work Phone: _____ Email: _____

About Nominator:

Name of Nominator (include rank if applicable): _____

E-mail Address of Nominator: _____

Relationship to Nominee: _____

*Failure to follow award requirements and deadline
may result in your nomination not being accepted.*

JOAG Excellence Award

20XX Companion Document

The purpose of this companion document is to clarify the expectations for the supportive narrative responses. Specific examples are requested, as scoring of responses will be based on the set criteria below to the extent possible. Responses to each of the three questions below will be weighed equally.

The bullets/examples should NOT limit your response, but should rather act as a guide to assist you in writing your nomination.

Question 1: What recognizable JOAG workgroup, committee, and/or subcommittee accomplishments has the officer achieved?

Responses to this question should describe the JOAG committee, sub-committee, and/or workgroup activities and accomplishments in which the nominee had direct involvement. Describe the nominee's level of contribution (i.e., lead, secretary, or member) and any additional tasks or special assignments related to the current JOAG committees.

JOAG has the following standing committees and workgroups with various subcommittees/workgroups under each:

- Awards Committee
- COF Planning Committee
- Communications and Publications Committee
- Development Committee
- Inter-Services Collaboration Committee
- Membership Committee
- Policy and Procedures Committee
- Professional Development Committee
- Recruitment and Retention Committee
- Welcoming Committee
- Executive Committee's Foreign Language Proficiency Workgroup
- Executive Committee's Forward Thinking Workgroup
- Executive Committee's Historian Workgroup
- Executive Committee's Health Occupations Students America (HOSA) Workgroup

Question 2: In what ways has the officer shown commitment to the mission and goals of JOAG?

Responses to this question should refer to how the nominee has shown commitment to the JOAG mission, which is to provide advice and consultation to the Surgeon General, Chief Professional Officers, Professional Advisory Committees, and other Commissioned Corps groups on issues relating to professional practice and personnel activities affecting junior officers in the Commissioned Corps. Below are several examples:

- Serve as a resource for junior officers providing advice and consultation on interest and concerns to senior officers, PACs, agency heads, and operating divisions.

- Participate in one or more committee(s) or subcommittee(s) on issues that have an impact on or are related to JOAG (PACs, local COA chapter, etc.).
- Organize and/or participate in one or more events sponsored by JOAG.
- Serve as liaison/advisor for officers within individual agencies on behalf of JOAG.

Question 3: How has the officer demonstrated leadership?

Responses to this question should refer to the nominee's exceptional dedication and outstanding leadership; highlight their ability to lead efforts to streamline processes, adopt best practices and create an environment that supports innovation, and continuous improvement.

Leadership is characterized by the ability to inspire others and motivate them to action. Distinctive leadership can also be demonstrated by the accomplishment of a broad range of individual and group development skills, such as effective communication, cooperative action, initiative, and creativity. True leadership involves the willingness to challenge and be challenged.

For example, this may refer to the nominee's leadership on an issue affecting the USPHS, leadership of a larger group of officers, leadership in JOAG activities and/or Commissioned Corps activities.

The nominee's leadership impact shall ultimately contribute to the effectiveness and success of JOAG. Outstanding leaders carry out this process by applying their leadership attributes, such as beliefs, values, ethics, character, knowledge, and skills.

JOAG Junior Officer of the Year Award

20XX Award Requirements

Purpose

- This award recognizes an active duty junior officer at the rank of O-4 or below in the USPHS Commissioned Corps who has made a significant contribution to the overall mission of the U.S. Public Health Service.

Criteria

- Nominee must be an active duty USPHS Commissioned Corps officer at the rank of O-4 or below.
- Nominee cannot be a JOAG Awards Committee Award Lead, De-identifier, or Reviewer for the Junior Officer of the Year Award.
- Nominee must meet basic readiness standards and have no adverse actions in their eOPF.
- Criteria are further elaborated in the narrative instructions below and *Companion Document* attached.
- Primary emphasis of the narrative must be on activities and accomplishments over the past 12-18 months.

Nomination Package

- Self-nomination or nominations from other Commissioned Corps officers and/or civilians will be accepted.
- A complete nomination package includes a nomination form and narrative.

Narrative Instructions

- Primary emphasis of the narrative must be on activities and accomplishments over the past 12-18 months.
- Answer each question on a separate page; limit responses to **one page** per question.
- Use **12 pt Times New Roman font** and **1 inch margins**.
- **Do not** submit the nominee's CV.
- Submit the narrative as an Adobe PDF file. If electronic submission is not possible, please contact the Award Lead for the Junior Officer of the Year Award to make alternate arrangements.
- Narratives not submitted in the correct format will be returned to the nominator for reformatting. The nominator will have no more than 2 business days to reformat and resubmit.

Narrative Questions

Using the Junior Officer of the Year Award *Companion Document* as a guide, please provide a supportive narrative that answers the following four questions:

1. In what ways has the officer shown commitment to the mission and core values of the USPHS Commissioned Corps?
2. Is this officer a leader in his/her specialty field? How has the officer demonstrated this leadership?
3. What recognizable accomplishments has the officer achieved within or outside of his/her OPDIV or agency?

4. In what ways has the officer demonstrated an innovative approach and/or unique contribution to the mission of the Public Health Service?

Selection and Award

- The JOAG Awards Committee will score the award nominations based on the narrative responses to the questions, with each narrative response receiving equal weight. The committee will then make the final selection and forward the officer's name to the JOAG Executive Committee for final approval.
- Once the awardee is selected, the awardee and nominator will be notified and the award will be presented at the annual USPHS Scientific and Training Symposium during the COF Awards Luncheon.
- The award will consist of a plaque and a certificate.

Nomination Submission

- Nominations are due via email by COB on **[INSERT DATE]**.
- Send complete nomination package as a combined attachment or questions for the Junior Officer of the Year Award to:

[INSERT NAME, EMAIL, PHONE]

JOAG Junior Officer of the Year Award
20XX Nomination Form

This award recognizes an active duty junior officer at the rank of O-4 or below in the USPHS Commissioned Corps who has made a significant contribution to the overall mission of the U.S. Public Health Service. *Self-nominations welcome.*

Please note that this nomination form is required for administrative purposes and will not be forwarded to award reviewers.

About Nominee:

Name of Nominee: _____ Rank: _____

PHS#: _____ Category: _____ Agency/OPDIV: _____

Job Title: _____

Work Address: _____

Work Phone: _____ Email: _____

About Nominator:

Name of Nominator (include rank if applicable): _____

E-mail Address of Nominator: _____

Relationship to Nominee: _____

Supervisory Verification (must only be completed for self-nominations):

Name of Immediate Supervisor (include rank if applicable): _____

E-mail Address of Supervisor: _____

Signature of Supervisor: _____

Signature of the nominee's immediate supervisor is not meant to be an expression of the supervisor's opinion of the merit of the nomination, but only an acknowledgement that the basic facts, as presented in the nomination form and narrative, are correct.

***Failure to follow award requirements and deadline
may result in your nomination not being accepted.***

JOAG Junior Officer of the Year Award

20XX Companion Document

The purpose of this companion document is to clarify the expectations for the supportive narrative responses. Specific examples are requested, as scoring of responses will be based on the set criteria below to the extent possible. Responses to each of the four questions below will be weighed equally.

The bullets/examples should NOT limit your response, but should rather act as a guide to assist you in writing your nomination.

Question 1: In what ways has the officer shown commitment to the mission and core values of the USPHS Commissioned Corps?

I. It is the mission of the U.S. Public Health Service Commissioned Corps to protect, promote, and advance the health and safety of our Nation. Discuss ways in which this officer may have contributed to the above mission. Such contributions may include, but are not limited to, the following:

- Rapid and effective response to public health needs.
- Advancement of public health science.
- Provided essential public health and health care services to underserved and disadvantaged populations.
- Prevented and controlled injury and the spread of disease.
- Ensured that the Nation's food supply, drinking water, drugs, medical devices, and environment are safe.
- Conducted and supported cutting-edge research for the prevention, treatment, and elimination of disease, health disparities, and injury.
- Worked with other nations and international agencies to address global health challenges.
- Provided urgently needed public health and clinical expertise in response to large-scale local, regional, and national public health emergencies and disasters.

II. Also consider the officer's support and commitment to the USPHS Core Values as listed below:

- Leadership - Provides vision and purpose in public health through inspiration, dedication, and loyalty. *[Note: You may choose to discuss the topic of leadership in Question 2 instead of here]*
- Service - Demonstrates a commitment to public health through compassionate actions and stewardship of time, resources, and talents.
- Integrity - Exemplifies uncompromising ethical conduct and maintains the highest standards of responsibility and accountability.
- Excellence - Exhibits superior performance and continuous improvement in knowledge and expertise.

Question 2: Is this officer a leader in his/her specialty field? How has the officer demonstrated this leadership?

This question refers to the officer's demonstrated leadership within his or her Agency/OPDIV, with emphasis on the officer's specialty field or category. This question can also refer to the officer's leadership as a representative of his or her category OUTSIDE of his/her Agency/OPDIV, as well as participating in other Commissioned Corps activities (e.g., deployments) or exhibiting leadership in the community or in professional organizations. The following questions may be considered when preparing the response to this question:

- How has the officer led a team or teams within the agency, and what success has he/she had in these leadership roles?
- Is the officer a direct supervisor of other staff? How has his/her supervisory skills exceeded expectation?
- Is the officer a leader within or outside a professional or community organization in his/her specialty field? How has the officer demonstrated this leadership?
- In what way has the officer acted in a leadership role(s) in his/her Agency/OPDIV or during OFRD deployment(s)?
- How has the officer demonstrated initiative and independence (with minimal supervisory guidance) in completing tasks and producing outstanding results?
- What has the officer done to improve his/her leadership skills? How has the officer taken or found ways to increase his/her leadership opportunities?
- Why do you feel this officer will be an outstanding leader as his/her career develops?

Question 3: What recognizable accomplishments has the officer achieved within or outside of his/her OPDIV or agency?

One of the primary purposes of the Junior Officer of the Year Award is to recognize outstanding individual accomplishments. Some criteria to consider when developing a response to this question include, but are not limited to, the following:

- Made a significantly valuable contribution(s) to the strategic direction of the Department of Health and Human Services and the U.S. Public Health Service Commissioned Corps.
- Demonstrated noteworthy accomplishment of assigned duties within Agency/OPDIV, beyond the expectations typically set for officers within that position.
- Excelled in a position typically filled by an officer with a higher rank or more experience.
- Established, significantly contributed to, or improved the technical programs in the Agency/OPDIV where he/she serves and elsewhere.
- Accomplished duties in an exemplary manner, setting a record of achievement and inspiring others to improve the quality and/or quantity of their work.
- Made professional contributions to advance their chosen profession, such as fostering professional development of other officers, public service (including community activities), and work with allied organizations.
- Received awards, certificates, and/or citations for professional accomplishments and outside activities.

Question 4: In what ways has the officer demonstrated an innovative approach and/or unique contribution to the mission of the Public Health Service?

When addressing this question, consider the following three areas. Anything that merits distinct recognition, either as an individual or as part of a team, could be described.

- I. New Ideas – innovation
- Introduced new ideas, goods, services, and practices
 - Created and/or led implementation of a new way of accomplishing work (e.g. a clinical procedure, improved administrative efficiency, new methodology, or new design)
 - Made a groundbreaking discovery
- II. Filling Gaps – addressing a deficiency
- Filled gaps in program by addressing issues not receiving sufficient attention
 - Started a program (e.g., prevention program) in an Agency/OPDIV or location where one did not exist previously
 - Played a critical role in ensuring the needs of neglected populations are addressed
 - Performed unique work toward preparedness and response efforts for populations in respective Agency/OPDIV
- III. Breaking through barriers – addressing objects, ideas, practices, attitudes, structures, systems, etc. that prevent or discourage action or progress
- Developed policy, design, or procedure as a means for change in practices and/or systems
 - Created opportunities for progress or access (e.g. access to care, addressed linguistic and cultural barriers)
 - Led strategic change (e.g., institutional change, improved partnerships and communication).
 - Developed procedures and/or practices that address disparities

JOAG VADM RICHARD H. CARMONA INSPIRATION AWARD

20XX AWARD REQUIREMENTS

Purpose

During his tenure as Surgeon General, VADM Richard H. Carmona exemplified qualities that junior officers throughout the Commissioned Corps admire. These qualities include outstanding mentorship and empowerment of junior officers, unwavering support of the Commissioned Corps and its mission, overall inspiration, leadership, and motivation to the PHS community. This award recognizes a senior officer in or retired from the Commissioned Corps who strives to exhibit the qualities above ascribed to VADM Carmona.

Criteria

- Nominee must be an active duty or retired USPHS Commissioned Corps officer at the rank of O-5 or above.
- If on active duty, nominee must meet basic readiness standards and have no adverse actions in their eOPF.
- Only the nominee's accomplishments as a senior officer should be included in the nomination. Nomination criteria are further elaborated in the narrative instructions below and *Companion Document* attached.

Nomination Package

- Only junior officers (at the rank of O-4 or below) may submit nominations for the VADM Richard H. Carmona Inspiration Award.
- The senior officer nominee may or may not be the direct supervisor of the junior officer nominator, but the nomination should be based upon personal knowledge of the nominee.
- Multiple junior officers may jointly nominate a senior officer, or may choose to submit separate nominations. Individuals who are not active duty Commissioned Corps junior officers may not be party to a nomination.
- A complete nomination package includes a nomination form and narrative.

Narrative Instructions

- Answer each question on a separate page; limit responses to **one page** per question.
- Use **12 pt Times New Roman font** and **1 inch margins**.
- **Do not** submit the nominee's CV or resume.
- Submit the narrative as an Adobe PDF file. If electronic submission is not possible, please contact the Award Lead for the VADM Richard H. Carmona Inspiration Award to make alternate arrangements.
- Narratives not submitted in the correct format will be returned to the nominator for reformatting. The nominator will have no more than 2 business days to reformat and resubmit.

Narrative Questions

Using the VADM Richard H. Carmona Inspiration Award *Companion Document* as a guide, please provide a supportive narrative that answers the following three questions: *(Note- Only accomplishments as a senior officer shall be considered.)*

1. What are the nominee's contributions and accomplishments as a senior officer, in terms of officership and leadership, and how have the contributions impacted junior officers?
2. What specific support did the nominee provide as a senior officer to you or other junior officers to help you gain understanding of, and develop within, the Commissioned Corps?
3. How has the nominee inspired you and/or other officers regarding career development?

Selection and Award

- The JOAG Awards Committee will score the award nominations based on the narrative responses to the questions, with each narrative response receiving equal weight. The top two nominations will go onto a second review by the JOAG Voting member, who will make the final selection.
- Once the awardee is selected, the awardee and nominator will be notified and the award will be presented at the annual USPHS COF Scientific and Training Symposium.
- The award will consist of a plaque.

Nomination Submission

- Nominations are due via email by COB on **[INSERT DATE]**.
- Send complete nomination package as a combined attachment or questions for the VADM Richard H. Carmona Inspiration Award to:

[INSERT NAME, EMAIL, PHONE]

JOAG VADM Richard H. Carmona Inspiration Award
20XX Nomination Form

This award recognizes an active duty or retired senior officer at rank of O-5 or above in the USPHS Commissioned Corps who exemplifies mentorship and empowerment of junior officers, unwavering support of the Commissioned Corps and its mission, overall inspiration, leadership, and motivation to the PHS community. *Nominations only accepted from junior officers (rank of O-4 or below in the USPHS Commissioned Corps).*

Please note that this nomination form is required for administrative purposes and will not be forwarded to award reviewers.

About Nominee:

Name of Nominee: _____ Rank: _____

Years in Rank: _____ PHS#: _____ Category: _____

Agency/OPDIV: _____ Job Title: _____

Work Address: _____

Work Phone: _____ Email: _____

About Nominator:

Name of Nominator (include rank if applicable): _____

E-mail Address of Nominator: _____

Relationship to Nominee: _____

***Failure to follow award requirements and deadline
may result in your nomination not being accepted.***

JOAG VADM Richard H. Carmona Inspiration Award **20XX Companion Document**

The purpose of this companion document is to clarify the expectations for the supportive narrative responses. Specific examples are requested, as scoring of responses will be based on the set criteria below to the highest extent possible. Each question below will be worth 10 points.

The bullets/examples should NOT limit your response but should rather act as a guide to assist you in writing your nomination.

Question 1: What are the nominee's contributions and accomplishments as a senior officer, in terms of officership and leadership, and how have the contributions impacted junior officers?

Responses to this question should refer to the nominee's officership and leadership **as a senior officer** and how he or she has set an example for you and other junior officers through outstanding officership and leadership. Responses to this question should provide other specific examples of the nominee's officership and leadership. It may be wise to review the nominee's 'Public Health Service Support Activities' section as taken from their resume. The vision of the Carmona awardee is one who exemplifies officership and leadership **as a senior officer** over an extended duration/timeframe. The nominee's accomplishments as a junior officer will not be considered for this award.

Officership can be defined as the commitment to the profession of being an officer in the Commissioned Corps and knowledge and skill expertise gained by education and long term experience in the officer profession. Officership encompasses all activities that contribute to the advancement, well-being, and positive image of the Commissioned Corps. Such activities display the highest values of public service and professionalism and as such give credit to the Commissioned Corps.

Here are some example activities or other measures of officership:

- Involvement in Commissioned Corps organizations (e.g. PACs, JOAG, national/local COA chapter)
- Involvement in other professional organizations (e.g. ROA, AMSUS, category-related associations)
- Teaching/publishing (e.g. clinics, lectures/education seminars, journal articles)
- Involvement in recruitment activities
- Maintaining readiness/deploying with OFRD
- Wearing the uniform properly and observing military bearing and courtesy

Leadership can be defined as an act of inspiring or motivating junior officers so they can achieve success. This may refer to the officer's leadership on a departmental issue, leadership of a larger group of officers, leadership within or outside of Commissioned Corps activities, or any other aspects of the nominee's leadership you feel will not be adequately covered with the subsequent questions. Examples include providing standard or above and beyond guidance toward a junior officer's career success (e.g., career development), and passively or actively inspiring the junior officer by example or otherwise towards success in one or more measures of leadership (e.g., training).

The senior officer's leadership impact shall ultimately contribute toward the effectiveness and success of a junior officer. Outstanding leaders display a high degree of faith in themselves and in the attainment of the USPHS vision they articulate.

Question 2: What specific support did the nominee provide as a senior officer to you or other junior officers to help you gain understanding of, and develop within, the Commissioned Corps?

Responses to this question should refer to how the nominee helped you gain understanding of and develop within the Commissioned Corps. The nominee's support activities as a junior officer will not be considered for this award, only as a senior officer. The criteria below are provided as some examples of this type of support.

- COER evaluation (understanding its purpose and active help in improvement)
- Uniform wear and military bearing and courtesy
- Readiness (e.g., support of meeting readiness standards, support of deployments)
- Training support (regarding both professional and personal development)
- Promotion assistance (e.g., promotion benchmarks, award information, correct format for the CV, geographic mobility, continued education, etc)
- Billet information
- Assimilation information
- Benefits (e.g., military base privileges, retirement, leave, health care, USAA, etc)
- Commissioned Corps structure (e.g., teaching the purposes of OCCO, OCCFM, eOPF, awards nomination process, etc)
- Promotion of Corps organizations (e.g., JOAG, category PAC, and local COA)

Responses to this question should refer to the nominee's mentorship to the junior officer in regards to duties, professional conduct, and career development. Furthermore, if a nominee provided mentorship to other officers, at a minimum, the scope of nominee's mentorship (i.e., how many officers are impacted by the nominee) be conveyed in the narrative if you would like this to be considered. Responses should indicate how the nominee's actions were characterized as providing mentorship that was above and beyond what would be expected of a standard formal mentorship program and/or doing more than is expected of their rank and/or billet.

A mentor is a more experienced individual who helps and guides another individual's development. This guidance is not done for personal gain. The individual is a trusted counselor or guide, or a wise, loyal advisor. Mentors set high expectations for performance, offer challenging ideas, help build self-confidence, encourage professional behavior, teach by example, provide growth experiences, trigger self-awareness, share critical knowledge, and offer encouragement. Mentors have strong interpersonal and supervisory skills and are knowledgeable of the agency/branch. Ultimately, the object of mentoring is to encourage the total growth of the protégé.

Question 3: How has the nominee inspired you and/or other officers regarding career development?

Inspiration should be an extension of mentorship and should correlate with responses to question 2. While mentorship should provide a solid foundation for the nominator, it is important for officers to utilize that foundation to progress not only their own development, but also the development of others. Inspiration can be encompassed by active participation in personal career development opportunities or participation in or initiation by the nominee in career development activities for other officers. Only the nominee's accomplishments as a senior officer will be considered for this award.

Responses to this question provide you with an opportunity to explain how the nominee has inspired you. Although inspiration is not solely measurable or objective, we will be evaluating your narrative against others. Please be specific and include new roles/activities engaged in since being mentored by the nominee as well as the nominee's qualities and attributes that inspire you.

This can include examples where the mentor was directly involved in your participation in the new role/activity, or new roles/activities you participated in because of their encouragement/direction.

Areas that a nominator may wish to address:

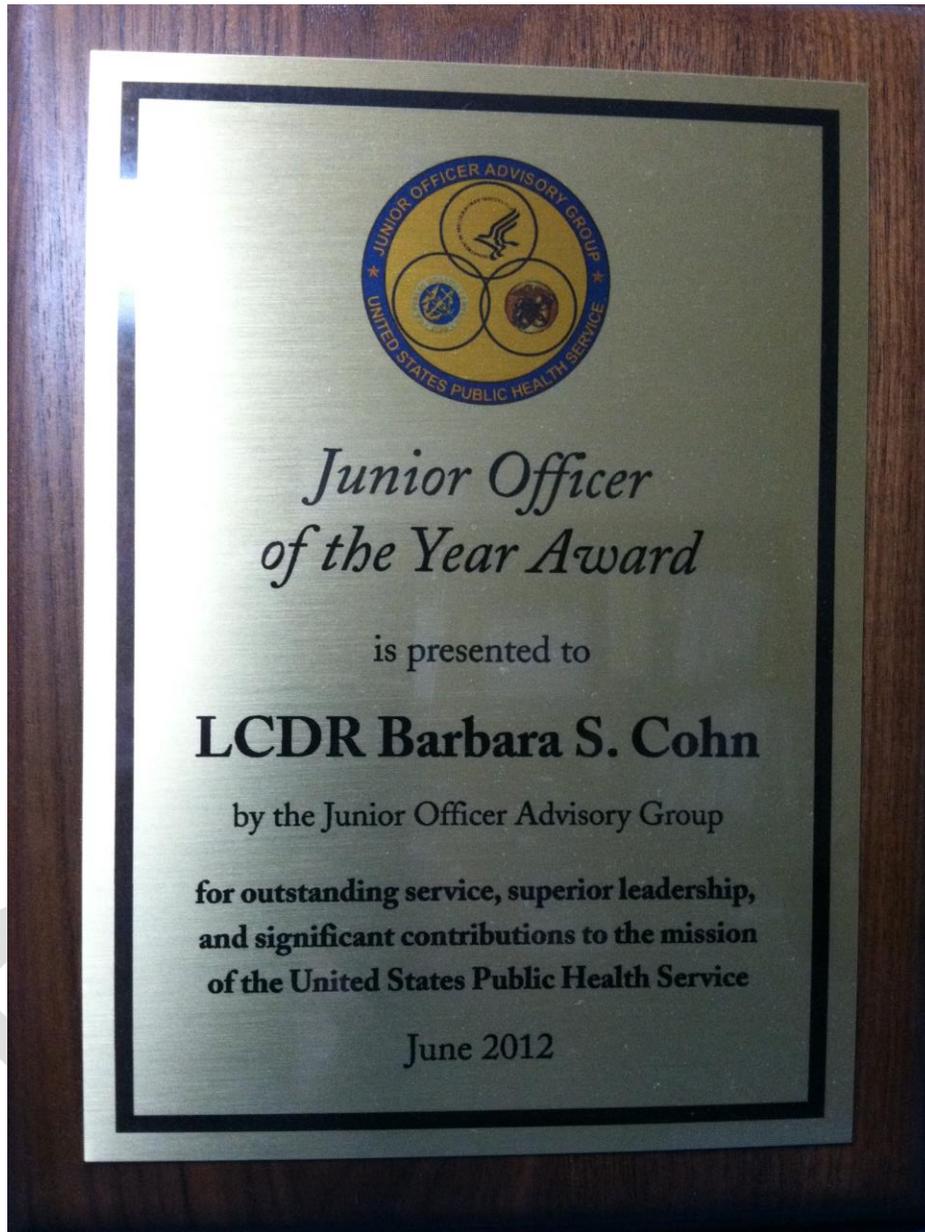
- Joining extracurricular PHS activities (JOAG, PACs, COAs)
 - Becoming involved in new committees, workgroups or roles
- Assuming additional responsibilities at your duty station
 - New position with greater responsibility, volunteering for additional duties, etc.
- The nominee's impact on other junior officers
 - Has the nominee been an inspiration to multiple officers? How?

Appendix XI: JOAG Logo File



DR

Appendix XII: 2012 Awards Plaque Picture



Appendix XIII: 2012 JOAG Funding Request Form

Last Updated: 10-19-11

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: 5/3/2012

Requesting Committee: JOAG Awards Committee

Chair: LCDR's Liatte Krueger and Ben Chadwick

Requesting Member (if applicable): LCDR Merel Kozlosky Email: kozloskym@cc.nih.gov

Amount of Funding Requested: \$92.82

Please describe how the funding will be used?

Funding is needed for the purchase of the gavel presented to the incoming JOAG Chair, LT Tracy Tilghman, at the USPHS Scientific and Training Symposium in June 2012.

Payment/Mailing Information

Check One: Reimbursement/Payment to Officer: Yes No Payment to Vendor: Yes No

Pay to the Order of: Merel Kozlosky

Address: 13532 Cedar Creek Lane

Silver Spring, MD 20904

Invoice/Order # (if applicable): See attached invoice #5021208 from Franks Engraving Service

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

DRAFT

Appendix XIV: Recognition certificate collection form

<u>Committee</u>	<u>Secretary Recognition</u>	<u>Outstanding Non-Voting Members</u>	<u>Outstanding Non-Voting Member Co-chair</u>
Awards			
COF Planning			
CPC			
Development			
Membership			
Policy & Procedures			
Professional Development			
Public Health and Community Service			
Recruitment & Retention			
Welcoming			

DRAFT

Appendix XV: 2011 Gavel Picture

