

**United States Public Health Service Commissioned Corps**

**Junior Officer Advisory Group**

**Membership Committee**

**Standard Operating Procedures (SOP)**



## Document History Record

Document History Record for:

Membership Committee  
Standard Operating Procedures

<i>Revision Number</i>	<i>Date of Revision</i>	<i>Effective Date</i>	<i>Description of Changes</i>
001	1/19/2010		Deleted JOAG General SOP Language
002	6/27/2011	10/2011	Incorporation of MC Subcommittee SOPs
003	7/28/2011		SOP was updated with revisions to ensure consistency and updated practice since 2011
004	4/8/2013		SOP was updated to reflect changes to template instituted by EC
005	9/5/2013	9/17/2013	SOP was updated to reflect comments from EC and change in CAD Anniversary Subcommittee name
006	9/12/14	10/1/2014	SOP updated to clarify leadership and subcommittee responsibilities and processes, addition of Voting Membership CV Template, removal of Website Subcommittee, and addition of Website Lead.
007	7/8/15		SOP updated to create Voting Member Subcommittee, clarify some details in VM selection process, specify regular document review procedures, and update to standardized SOP format

## Purpose

The Junior Officer Advisory Group (JOAG) Membership Committee Standard Operating Procedures (SOP) provides operational and procedural guidance for the JOAG Membership 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 Membership 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 Membership 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](http://www.usphs.gov/corpslinks/JOAG/about_governingdocs.aspx)

## **Table of Contents**

- I. [Mission Statement](#)
- II. [Committee Responsibilities and Organization](#)
  - [Section 1: Committee Responsibility](#)
  - [Section 2: Subcommittee Responsibility](#)
  - [Section 3: Leadership](#)
  - [Section 4: Committee Involvement](#)
  - [Section 5: Ad-hoc Workgroups](#)
  - [Section 6: Letters of Appreciation](#)
- III. [Committee Procedures](#)
  - [Section 1: Meeting Time & Frequency](#)
  - [Section 2: Subcommittee Procedures](#)
- IV. [Minimum Standards for Committee Participants](#)
  - Section 1: [Committee Participant](#)
- V. [Transitioning](#)
  - Section 1: [Transition Procedure](#)
- VI. [Absenteeism Policy](#)
  - Section 1: [Absenteeism Policy](#)
  - Section 2: [Member Participation](#)
  - Section 3: [Inactive Members](#)

VII. [Member Recognition](#)

Section 1: [Committee Participants](#)

VIII. Changes to the Standard Operating Procedures (SOP)

IX. [Membership Selection](#)

[Section 1: Solicitation of nominations for Voting Membership](#)

[Section 2: Applications](#)

[Section 3: Verification of Nomination Information](#)

[Section 4: Scoring of Applicants](#)

[Section 5: Resolution of Ties and Inconsistencies](#)

[Section 6: CPO/Agency Liaison/Supervisory Concurrence](#)

[Section 7: Notification of Nominees and JOAG General Membership](#)

[Section 8: OSG Approval Request](#)

X. [APPENDICES](#)

Appendix I	<a href="#">JOAG Meet and Greet Invitation</a>
Appendix II	<a href="#">JOAG Meet and Greet Agenda and Sign-in Sheet</a>
Appendix III	<a href="#">JOAG Meet and Greet Thank You E-mail</a>
Appendix IV	<a href="#">Sample Call for Nominations</a>
Appendix V	<a href="#">JOAG Voting Membership Frequently Asked Questions</a>
Appendix VI	<a href="#">JOAG Voting Membership Application Form</a>
Appendix VII	<a href="#">JOAG Voting Membership Curriculum Vitae Template</a>
Appendix VIII	<a href="#">Supervisory Approval Letter</a>
Appendix IX	<a href="#">Receipt of Application E-mail</a>
Appendix X	<a href="#">JOAG Voting Membership Narrative Questions Scoring Criteria Guidance</a>
Appendix XI	<a href="#">Acceptance Letter</a>
Appendix XII	<a href="#">Non-Selection Letter</a>
Appendix XIII	<a href="#">Chief Professional Officer (CPO) Cover Letter</a>
Appendix XIV	<a href="#">Chief Professional Officer (CPO) Endorsement Form</a>
Appendix XV	<a href="#">Agency Liaison Cover Letter</a>
Appendix XVI	<a href="#">Agency Liaison Endorsement Form</a>
Appendix XVII	<a href="#">Office of the Surgeon General (OSG) Approval Package</a>

# ARTICLE I

## MISSION STATEMENT

To facilitate the annual selection of JOAG Voting Members through the nomination and appointment processes outlined in Article VI of the JOAG Bylaws and to increase the general membership of JOAG, as established in the JOAG General SOP, Article II.

# ARTICLE II

## COMMITTEE RESPONSIBILITIES & ORGANIZATION

### *Section 1.* Committee Responsibility

The JOAG Membership Committee (MC) shall work with the JOAG Executive Committee (EC) and Voting Members to increase the general membership of JOAG and facilitate the annual selection of JOAG Voting Members in accordance with the mission of JOAG.

### *Section 2.* Subcommittee Responsibility

A subcommittee is an established and recurring program within the JOAG MC. Subcommittees may implement projects, which are defined as short-term tasking or assignments that may or may not have a definitive termination date, depending upon the specific task and applicable deadlines.

The JOAG MC consists of following Subcommittees:

- A. The Meet and Greet Subcommittee (M&G): This subcommittee organizes and develops opportunities through which junior officers (JOs) in a city/region can be introduced to JOAG, learn about JOAG volunteer opportunities, network, discuss issues relating to the Commissioned Corps, and be provided with professional support and advice.
- B. The Officer Involvement and Outreach Subcommittee: This subcommittee increases awareness of and participation in JOAG among recently commissioned JOs. Each month, e-mail messages are sent to junior officers celebrating their one-year anniversary as an active duty officer with the USPHS Commissioned Corps.
- C. The Standard Operating Procedure Subcommittee (SOP): This subcommittee shall review and update as needed the SOP of the JOAG MC.
- D. The Voting Member Subcommittee: This subcommittee shall assist the MC Chair responsible for elections in executing the annual process for membership selection outlined in Article IX.

**Section 3.** Leadership

The JOAG MC leadership consists of a MC Chair(s), a MC Secretary, an Alternate MC Secretary, a Website Lead, and Subcommittee Leads.

In addition to the roles and responsibilities noted in the JOAG General SOP (see Article V, Section 1), the MC Chair(s) is/are responsible for the following tasks:

1. Distribute nomination packets to Voting Members for their review and scoring;
2. Tally scores of Voting Members to determine new Voting Members. In cases of ties, relay information to the JOAG EC for final determinations;
3. Notify all applicants of the status of their nomination;
4. Verify basic readiness status of all selected Voting Members;
5. Obtain Chief Professional Officer (CPO)/Agency Liaison/Supervisory concurrence and approval from the Office of the Surgeon General (OSG) for selected Voting Members;
6. Review the criteria, scoring system, and nomination forms annually for all membership nominations solicited and reviewed by the MC to ensure they adequately reflect the values and intent of JOAG and the MC;
7. Review committee structure and SOP annually to ensure they are up to date and adequate for the committee's functions;
8. Maintain recognition process (i.e. Letter of Appreciation) for MC participants for inclusion in eOPF; and
9. Pursue activities aimed at increasing the general membership of JOAG, with guidance from the JOAG EC.

The MC Secretary shall coordinate the activities and meetings of the JOAG MC as directed by the committee Chair(s). The MC Secretary will be supported by an Alternate MC Secretary to assure continuity of committee support.

The MC Secretary is responsible for the following tasks:

1. Maintain a roster of MC members;

2. Prepare an agenda for each MC general meeting, solicit input from MC Chair(s) to draft the agenda, and distribute to the agenda to the MC;
3. Prepare minutes from each MC general meeting, provide to MC Chair(s) for review, then distribute to MC with a turn-around goal of 72-hours;
4. Record attendance of all participants at MC meetings;
5. Provides a mid-year notification of membership participation and requests for a mid-year update from members of whether they are observers, active participants, or wish to be removed from the listserv;
6. Assists in drafting and distribution of letters of appreciation at the end of the year;
7. Send announcements to the MC as requested by the Chair(s);
8. Other duties as assigned by the MC Chair(s).

In the absence of the MC Secretary, or at the request of the Secretary or Chair(s), the Alternate Secretary shall assist with the following responsibilities:

1. Prepare agenda for MC general meeting and distribute to MC members;
2. Prepare minutes from MC general meeting and distribute to MC members;
3. Send out additional announcements to the MC as requested; and
4. Assist the MC Secretary with other duties as requested.

The Membership Subcommittee Leads are responsible for planning, implementing, directing, and managing the activities of the Membership Subcommittees in accordance with applicable timelines and oversight by the JOAG MC Chair(s).

The Website Lead is responsible for updating the Membership Committee sections of the JOAG web site, in consultation with the Committee Chair(s) and the JOAG webmaster.

The term duration for MC Chair(s), MC Secretary and Alternate Secretary, Membership Subcommittee Leads, and Website Lead shall be one to two years.

***Section 4.*** Committee Involvement

Committee Participant: Committee Participants will fulfill the following expected roles and responsibilities:

1. 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 V).

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.

***Section 5.*** Ad-hoc Workgroups

Ad-hoc/Special Project Workgroups are formed in response to the JOAG's needs and as directed by the MC Chair(s).

***Section 6.*** Letters of Appreciation

The JOAG MC shall disseminate Letters of Appreciation to committee members for participation and volunteer support who meet the requirements outlined in the JOAG General SOPs. Letters of Appreciation are issued using the template provided by the JOAG Awards Committee.

## ARTICLE III

### COMMITTEE PROCEDURES

**Section 1.** The JOAG MC shall hold, at a minimum, a bi-monthly meeting where all subcommittees shall report their current and proposed activities. The meetings are scheduled at the discretion of the Committee Chair (or Co-Chairs).

**Section 2.** JOAG Membership Committee Subcommittees:

A. Meet and Greet Subcommittee

The Meet and Greet (M&G) Subcommittee was established by the Membership Committee of JOAG as a medium through which junior officers in a city/region can be introduced to JOAG, learn about JOAG volunteer opportunities, network, discuss issues relating to the Commissioned Corps, and be provided with professional support and advice by fellow junior officers.

#### Roles and Responsibilities

- a. Membership Committee Chair(s): The Membership Committee Chair(s) oversees the operations of the M&G subcommittee and provides guidance to the Subcommittee Lead(s). Roles and responsibilities include:
  - (1) Selection of the Subcommittee Lead(s);
  - (2) Coordination to have a VM representative to attend the M&G event (i.e., Voting Members, Non-Voting Members, Membership Committee Chair, Subcommittee Leads Regional Leads)
  - (3) Provide Subcommittee Lead(s) with Officer Locator Tool (OLT) reports prior to M&G events.
  
- b. Subcommittee Lead(s): The Subcommittee Lead(s), in consultation with the MC Chair(s), is responsible for coordinating and ensuring subcommittee procedures are administered according to the SOP. Roles and responsibilities include:
  - (1) Maintain familiarity with JOAG Bylaws and the JOAG General SOP;
  - (2) Create and implement a solicitation/selection process for M&G Regional Leads and Regional Alternate Leads;
  - (3) Create a roster of Regional Leads and calendar of events that will be updated as needed;
  - (4) Organize regional meetings, in conjunction with M&G Regional Leads;

- (5) Utilize reports from the OLT to identify new officers to contact in each region, in conjunction with M&G Regional Leads;
- (6) Delegate M&G work as appropriate to volunteer members of the MC;
- (7) Hold quarterly teleconferences for Regional Leads to facilitate the positive exchange of experiences and tips for moderating regional meetings; and
- (8) Be knowledgeable regarding the mission and goals of JOAG to be able to present during the M&G event (in some cases the Regional Lead may assume this role if the Sub-committee Lead is unavailable);
- (9) Provide a presentation containing all of the updates a VM is expected to report on M&G events. Update the presentation with any current JOAG initiatives and activities and submit to the Membership Co-Chairs for EC clearance. Provide this presentation to Regional Leads, if a VM is unable to attend the M&G event.

c. Regional Lead: The Regional Lead, in consultation with the Subcommittee Lead(s), is responsible for coordinating and administering their regional M&G meetings according to the procedures outlined in Section 1.A.6-8. Roles and responsibilities for each Regional Lead within their assigned region include:

- (1) Utilize reports from the OLT to identify new officers to contact in the assigned region and invite to M&G meetings;
- (2) Select a Regional Alternate Lead that can step-in and assume the roles and responsibilities of the Regional Lead when the Regional Lead is unavailable;
- (3) Create an invite list for each regional M&G meeting;
- (4) Contact junior officers in the assigned region to notify about upcoming M&G meetings;
- (5) Provide all logistical support necessary to ensure a M&G meeting is set up and executed properly (see Section 1.A.6-8 below);
- (6) Discuss any ongoing developments related to M&G meetings with the Subcommittee Lead (e.g., technical infrastructure changes, cancellation of meetings, etc);
- (7) Develop agendas for regional M&G meetings;
- (8) Distribute meeting materials (e.g. JOAG Brochure, sign in sheet, etc.); and
- (9) Provide the Subcommittee Lead and Chair with a summary report after each M&G meeting (See Section 1.A.8.a.).

- d. Regional Alternate Lead: The Regional Alternate Lead supports the activities of the Regional Lead and is the person that will step-in and assume the roles and responsibilities of the Regional Lead when the Regional Lead is unavailable. See Section 1.A.1.b above for roles and responsibilities.
- e. Voting Member (VM): The purpose of the VM is to support the Regional Lead at meetings. Roles and responsibilities include:
  - (1) Attend, in person or by phone, the M&G meeting for no less than the introduction and Voting Member portion of the meeting;
  - (2) Introduce JOAG to meeting attendees and provide information on how attendees can become active members of JOAG;
  - (3) Act as a resource for JOAG-specific information if questions arise from attendees;
  - (4) Share pertinent information or questions from the meeting attendees directly with the MC Chair(s), if necessary;
  - (5) Provide a template of current JOAG initiatives and activities, JOAG history, and any current topics; and
  - (6) Identify a non VM, at least one week in advance, to represent the VM during Meet and Greet meetings in the event that a VM cannot attend
- f. Regional M&G Meeting: Regional M&G meetings are held locally in regions across the country. The “region” is the area that the regional lead wishes to target for the M&G meeting. It can be as small as a part of a city or as large as one or more states depending on the needs of the officers in the area. In very large cities/metropolitan areas, more than one Regional Lead may be necessary to coordinate regional M&G meetings in order to meet the needs of officers in the area.

## 2. Subcommittee Structure

The M&G Subcommittee’s procedures are administered by the Subcommittee Lead(s) under the guidance of the MC Chair(s). The Subcommittee Lead(s) is responsible for soliciting, reviewing, and selecting regional M&G Leads that will help to coordinate and facilitate regional M&G meetings around the country. The Subcommittee Lead(s) will also be responsible for attaining concurrence from the MC Chair(s) prior to finalization of the Regional Lead roster.

## 3. Selection of Subcommittee Lead

Selection of the Subcommittee Lead is at the discretion of the Chair(s) of the MC. An announcement soliciting nominations for Subcommittee Lead will be sent out by the Chair(s) either immediately prior to or at the beginning of each operational year. Any MC member that expresses interest in serving as the Subcommittee Lead will be considered. The term of service will be one to two years and will coincide with the term for all other JOAG positions.

4. Selection of Regional Leads

Selection of Regional Leads is at the discretion of the Subcommittee Lead with input from the MC Chair(s). An announcement soliciting nominations for Regional Leads will be sent out to the JOAG listserv by the Subcommittee Lead. Any MC member that expresses interest in serving as a Regional Lead will be considered. The term of service will be one to two years and will coincide with the term for all other JOAG positions.

5. General Information About M&G Meetings

The frequency and duration of meetings will be at the Regional Lead's discretion; however, Regional Leads are encouraged to hold meetings once per quarter, with meeting dates predetermined at the beginning of each new JOAG calendar year. Meetings are to be held between Monday and Friday, at a time most convenient for officers in the region. Meetings can be held during the weekends with prior authorization from the Membership Committee Chair(s). Meetings may be hosted at a time found to be convenient for the officers within that city/region. A JOAG representative (VM, Non VM or Regional Lead) must be present in person or by phone at each M&G meeting. The Subcommittee Lead, with input from the MC Chair(s), will identify the VM that will attend each M&G meeting.

Additionally, regional leads may find local officers in their area requesting them to host a social event for junior officers. While these social events are a great way for local officers to interact and network, the events cannot count as M&G meetings and cannot be advertised as JOAG or USPHS endorsed events.

6. Initiating and Carrying Out an M&G Meeting

These activities will be undertaken by the Regional Lead or Regional Alternate Lead unless otherwise noted.

- a. Utilize reports from the OLT to identify new officers to contact in each region and invite to M&G meetings.
- b. Maintain an invite list for each regional M&G meeting, adding new officer as necessary.

- c. Prepare a list of JOAG resources and information to share with attendees including current information on JOAG initiatives, announcements, etc.
  - d. Determine a meeting date, time, and location that are mutually acceptable for the Regional Lead and the selected VM. This should be coordinated through the Subcommittee Lead(s). Additionally, security/building requirements for visitors (if applicable) and conference call-in information will be provided to the Subcommittee Lead(s) and MC Chair(s) at least one month prior to the M&G event.
  - e. Develop an agenda for the M&G meeting (see Section 6 below). This agenda must be approved by the Subcommittee Lead(s) and MC Chair(s) prior to dissemination.
  - f. Ensure that the MC Chair(s) has secured a VM to attend the event at least 2 weeks prior to the M&G meeting.
  - g. Create an e-mail invitation using the JOAG approved template and submit the text for approval by the Subcommittee Lead(s) before dissemination. The e-mail invitation should include the following information:
    - (1) Date
    - (2) Time
    - (3) Location
    - (4) Security requirements for visitors (as required for meeting venue)
    - (5) Conference call-in information if applicable
  - h. Send the approved invitation to the invite list and the VM identified by the Subcommittee Lead(s) at least two weeks in advance of the meeting via e-mail (see Appendix I).
  - i. An announcement will be sent out by the overseeing EC Liaison to the JOAG listserv listing all upcoming M&G meetings (see Appendix I).
  - j. Send out a meeting reminder to the invite list approximately one week in advance of the M&G meeting and again prior to the M&G meeting.
  - k. Prepare a sign-in sheet for the meeting (see Appendix II).
7. Basic Agenda Components and Format (see Appendix II)
- a. Introduction

- (1) Sign-in sheet (see Appendix II)
    - (2) Regional Lead to introduce himself/herself
    - (3) Regional Lead to introduce the VM
    - (4) Allow attendees to introduce themselves
    - (5) JOAG resources and information list should be disseminated
  - b. VM(s) or their representative to provide information about JOAG, his or her role in JOAG, and how officers can become active members
    - (1) Information to be included in the discussion should include JOAG's mission, membership requirements, structure, meetings, website information, and committee involvement, and any other current topics such as annual USPHS Symposium, awards nominations, or Voting Membership nominations
    - (2) VM or their representative will address questions from attendees about JOAG
  - c. Regional Lead then resumes chairing the meeting. The Regional Lead will also incorporate topics of discussion related to PHS (e.g., deployments, promotions, MWR, etc.) into the event agenda. The Regional Leads will also announce upcoming JOAG meetings.
  - d. Networking period – with what time remains of the hour, officers can spend time learning more about each other.
  - e. Adjournment
8. Closing Out a M&G Meeting  
These activities will be undertaken by the Regional Lead or Regional Alternate Lead unless otherwise noted.
- a. Provide the Subcommittee Lead with a brief summary report of the meeting via e-mail that includes the following:
    - (1) Number of people attended
    - (2) Names of attendees and e-mail addresses
    - (3) Topics discussed or questions asked
    - (4) Follow-up action items
    - (5) Date of future M&G meeting if known

- b. Send a follow-up e-mail to participants of the M&G thanking them for their participation; asking for feedback and encouraging them to attend the next meeting (see Appendix III).
- c. The Subcommittee Lead will be responsible for compiling all information collected from the various Regional Leads for tracking and reporting purposes. The aggregate data will be organized such that evidence-based recommendations can be made for improving the M&G program. All data should be actively maintained by the M&G Subcommittee Lead throughout the year and made available to the MC Chair(s) upon request. All requests for this information from JOAG at large should be directed through the MC Chair(s). At the completion of the M&G Subcommittee Lead's tenure, a compiled report of the M&G activities will be submitted to the MC Chair(s), complete with recommendations for improvements to the M&G program.

B. Officer Involvement and Outreach (OIO) Subcommittee

This subcommittee was established to increase awareness of, and participation in, JOAG among recently commissioned junior officers. Each month, e-mail messages are sent to junior officers celebrating their one-year anniversary as an active duty officer with the USPHS Commissioned Corps. The message will congratulate the officer on their anniversary, inform the officer of JOAG, and urge the officer to get involved with JOAG. The subcommittee has since been expanded to congratulate junior officers upon their temporary and permanent promotions, send a welcome e-mail to officers upon joining the JOAG Listserv, and assist the M&G Subcommittee in providing JOAG involvement opportunity information to Meet and Greet event attendees.

Roles and Responsibilities of the OIO Subcommittee Lead(s) Include:

1. Ensuring that letters and materials distributed to junior officers by the OIO Subcommittee are reviewed at the beginning of each operational year by the JOAG Executive Committee.
2. Monitoring and maintaining all activities of the OIO Subcommittee and ensuring subcommittee procedures are administered according to the SOP;
3. Providing periodic reports regarding the OIO Subcommittee to the MC Chair(s), as necessary;
4. Using the OLT, generate monthly lists of junior officers, who have reached their one-year anniversary as an active duty officer with the USPHS Commissioned Corps;

5. Ensuring subcommittee members send the approved one-year congratulatory e-mail in the month following an officers' one year anniversary;
6. Coordinating with the PHS Division of Commissioned Corps Personnel and Readiness (DCCPR) Promotion Coordinator to receive quarterly spreadsheets of junior officers who have received their temporary and permanent promotions and subsequently, using the OLT to obtain e-mail contact information for the promoted officers;
7. Ensuring subcommittee members send the approved promotion congratulatory e-mail upon receipt of the promotion spreadsheet;
8. Interfacing with the M&G Subcommittee and provide JOAG involvement activity information for dissemination to attendees of the M&G events;
9. Maintaining a monthly log of all e-mail messages sent;
10. Delegating program work as appropriate to volunteer members of the MC;
11. Ensuring subcommittee members send the approved welcome e-mail message to officers upon joining the JOAG Listserv.

C. SOP Subcommittee Procedures

The SOP Subcommittee Lead shall review and update the SOP of the JOAG MC. The SOP shall be reviewed for content, consistency, accuracy, and formatting. Further, he/she will incorporate additional changes into the MC SOP at the direction of the MC Chair(s)

Responsibilities of the SOP Subcommittee Lead include:

1. Provide all members with the current approved SOP upon request;
2. Implement a process for review of the SOP to ensure proper content and format;
3. Incorporate changes/edits to the MC SOP as directed by the Chair(s) of the MC or the EC Liaison;
4. Submit the revised SOP to the MC Chair(s) to be ultimately routed to the JOAG EC for review & approval;
5. Update the MC Chair(s) on a monthly basis with regards to the status of updates to the SOP.

D. Voting Member Subcommittee Procedures

The Voting Member Subcommittee shall work under the direction of the JOAG MC Chair responsible for elections of new VMs, and carry out the responsibilities of the MC in conducting the selection process for new VMs.

Responsibilities of the Voting Membership Subcommittee Lead(s) include:

1. Ensuring subcommittee members prepare and distribute the call for nominations and applications for Voting Members, application materials, and FAQs in a timely fashion.
2. Preparation of example past applications and scoring rubrics, and presentation of an educational session about the scoring process, to be delivered in advance of distribution of application packets, to VMs involved in the selection process.
3. Ensuring that the committee provides assistance to the JOAG MC Chair, as needed, with the following responsibilities as outlined in Article IX:
  - a. Checking eligibility of (potential) applicants;
  - b. Verifying applicant readiness status and credentials;
  - c. Assembling packets of redacted applications for distribution to current VMs involved in the selection process;
  - d. Tallying of election results and resolution of any ties;
  - e. Establishing the list of successful candidates for each PAC liaison position, as well as the highest-scoring candidates selected for at-large positions;
  - f. Securing concurrence from the appropriate CPO, Agency Liaison, and Supervisors for elected applicants;
  - g. Preparation of an approval packet of nominated officers, to be submitted to the Office of the Surgeon General;
  - h. Notification of Nominees and JOAG General Membership of election results.
4. Ensuring that all activities of the Voting Member Subcommittee are performed in accordance with the SOP requirements and according to the established timeline.

## 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 (or Co-Chairs) solicitations

Also see [JOAG General SOP, Article VIII, Section 1.](#)

## ARTICLE V

### TRANSITIONING

- Section 1.** Incoming Committee Chair(s) Preparation: Incoming Committee Chair(s) and outgoing Committee Chair(s) should schedule a meeting to discuss the transitioning of the position. In collaboration with the outgoing Committee Chair(s), the incoming Committee Chair(s) will utilize the orientation guidelines and practices regarding absenteeism and member recognition to assist them in their preparation as the Committee Chair(s). Transitioning will also include orientation to Committee documents, the JOAG Strategic Plan, and the JOAG Committee Chair Frequently Asked Questions Guidance Document. **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 (or Alternate 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 (or Alternate Secretary) shall keep attendance of all meetings and notify the Committee Chair(s) 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(s) 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 (or Alternate Secretary) 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 **Article X, Section II of the JOAG General SOP. 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 VI) will be acknowledged through the following methods:

- A. A written letter signed by the Committee Chair(s) and JOAG Chair 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."
- C. Committee Participants shall be differentiated from Committee Observers in attendance rosters and in correspondence with the JOAG Chair and Executive Committee for the purposes of acknowledging their contributions to JOAG.

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

## ARTICLE VIII

### CHANGES TO THE STANDARD OPERATING PROCEDURES (SOP)

- Section 1.*** Updates to the MC SOP: The Committee Chair(s) shall be responsible for maintaining and updating the MC SOP. Updates to the SOP may be initiated as needed by the Committee Chair(s), Subcommittee Leads, or JOAG EC. Any Subcommittee Lead or JOAG EC member may request a review of the SOP or suggest a change to the SOP through correspondence with the Committee Chair(s). If deemed worthy of further review, such a review shall occur with drafting of new proposed verbiage.
- Section 2.*** The MC SOP Review: The Committee Chair(s) will initiate the yearly review process. The MC SOP shall be reviewed annually by the Committee Chair(s) and the Subcommittee Leads to ensure the SOP is up-to-date and adequate to meet the needs of the Committee. The MC website shall also be reviewed during this time to ensure it accurately reflects the information in the MC SOP.
- Section 3.*** Approval: 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 MC 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 and will be posted to the JOAG Governing Document webpage with a hyperlink on the MC website.
- Section 4.*** Minor changes: Minor changes to the SOP (i.e. to correct spelling or grammar or to clarify unclear wording) may be made without P&P Committee or JOAG EC review and approval.

## ARTICLE IX

### MEMBERSHIP SELECTION

***Section 1*** Solicitation of nominations for Voting Membership (at least six weeks):

- A. The solicitation process should begin no later than the third week in February and should continue for at least six (6) weeks. Efforts should be made to coordinate with the Awards Committee to ensure that the due date for nominations for Voting Membership does not coincide with the due date for award nominations.
- B. The call for nominations and applications for Voting Membership will be sent out via the following venues: JOAG Category Liaisons, CPOs, JOAG Listserv and Website, Commissioned Corps Management Information System (CCMIS) e-Bulletin, Category Professional Advisory Committee (PAC) Listservs and PAC Chairs (via JOAG Category Liaisons), Minority Officer Liaison Counsel (MOLC), and Operating Divisions (OPDIVs) Liaisons. A Sample Call for Nominations is provided in Appendix IV.
- C. The JOAG Voting Membership Frequently Asked Questions (Appendix V), JOAG Voting Membership Application Form (Appendix VI), the JOAG Voting Membership Curriculum Vitae Template (Appendix VII) and the Supervisor Approval Letter (Appendix VIII) will be sent out with the announcements and posted on the Membership Section of the JOAG Website.
- D. As part of the solicitation officers can request for their eligibility to be checked. A deadline of two weeks into the solicitation period should be given for interested officers to notify the Membership Committee Chair or designee of their intent to file an application, should they wish to have their eligibility checked in advance of the deadline. A list of potential applicants will then be checked for eligibility (Section 2, Part A) by contacting the DCCPR Promotion Coordinator.

***Section 2*** Applications:

- A. Eligibility: At the time of appointment to the Voting Membership, each JOAG member shall be an active duty officer at or below the rank of Lieutenant Commander (O-4), and not be eligible for promotion to the temporary rank of Commander (O-5) prior to July 1<sup>st</sup> of the second year of their appointment term. All Voting Members must meet Basic Readiness standards at the time of their appointment and continue to maintain Basic Readiness throughout their term.
- B. Components of the Application: Applicants must complete and send the following documents to the MC Chair (or designee):

1. JOAG Voting Membership Application Form;
2. Responses to four narrative questions;
3. JOAG Voting Membership Curriculum Vitae Template;
4. Supervisory Approval Letter;  
Please note that if an applicant is selected and has a new supervisor between the time of application and the start of the term, a new supervisory approval letter will need to be completed and submitted to the MC Chair(s);
5. Promotion Information Report (PIR) (A print out of the officer's PIR).

C. Narrative Questions: The JOAG application should include responses to the following:

1. Please write about your current/past JOAG involvement and accomplishments. Specifically describe the impact your work had. (25 points)
2. Please comment on your leadership experience both inside and outside of the USPHS and/or JOAG. (25 points)
3. Please describe your vision for JOAG, and what you would like to accomplish during your term as a Voting Member? What particular committees are you interested in and why? (30 points)
4. What skills would you bring to JOAG? How could those skills benefit JOAG? (20 points)

D. All applicants will be notified by e-mail when their complete application has been received (Appendix VIX). If an application has been submitted but is not complete, the applicant should be notified of what is necessary to complete their application.

***Section 3*** Verification of Nomination Information (four weeks):

- A. The MC will contact JOAG Committee Chair(s) and PAC Committee Chairs, and other relevant organization leadership as noted in an applicant's nomination, to attempt to verify the level of participation on committees that the applicant states in their nomination.
- B. Rank eligibility will be verified with the Division of Commissioned Corps Personnel & Readiness (DCCPR) Promotion Coordinator.
- C. Basic readiness will be verified with the Commissioned Corps Readiness Coordinator.
- D. If information is found to be invalid or incorrect the MC Chair will contact the applicant and ask them to clarify or modify their application before it is sent to be scored.

- E. The MC Chair overseeing the selection process will ensure that rank, first and last names are redacted from each application packet being forwarded to the Voting Membership for scoring. The JOAG Voting Membership Application Form and Supervisory Approval Form should also be removed from the packet.

***Section 4***      Scoring of Applicants (three weeks):

- A. The JOAG Chair, JOAG MC Chair overseeing the selection process, and current Voting Members that have applied for a second term as a JOAG Voting Member are not permitted to score applicants.
- B. Under extenuating circumstances, the JOAG Chair may ask a Voting Member to recuse themselves from scoring. The JOAG Chair should inform the MC Chair that a particular member has been excused from scoring. A Voting Member may choose to opt out of scoring an application if they feel they have a conflict of interest or cannot remain objective. If ten or fewer Voting Members are eligible to score in any given year because a number of Voting Members are applying to serve a second term, the MC Chair shall notify the JOAG Chair. The JOAG Chair will make the final decision about which Voting Members shall be allowed to vote.
- C. Voting Members eligible to score applications will receive examples of past applications and evaluation rubrics in advance of the selection process, to ensure general understanding of the selection criteria. They will also participate in an educational call in which the evaluation rubric is explained, so that they understand how to score applicants based on the established criteria. This educational call will take place no later than one day before applications are distributed for evaluation. This call will be recorded and provided to Voting Members who are not able to attend the call.
- D. The answers to each of the four application questions will be scored by the current Voting Members using the JOAG Voting Membership Narrative Questions Scoring Criteria Guidance (Appendix X). The point allotment for each question is as follows: 25 points each for Questions 1 and 2, 30 points for Question 3, and 20 points for Question 4. The total highest possible score is 100 points for each applicant. When scoring applicants, the objective criteria and examples provided in Appendix X of this document should be used to determine an appropriate score.
- E. Each Voting Member eligible to vote will submit their scores to the MC Chair.
- F. Once all of the scores have been received, the MC Chair will tally the scores in the following manner:

1. All of the total scores for each applicant will be added together and a final score will be calculated.
  2. The final scores of all of the applicants will be placed in rank order.
  3. The applicant with the highest score from each category with an available PAC liaison position will be selected to represent the categories with available positions. If there is a tie, it will be resolved through the process described in Section 5. If a current Voting Member that has applied for a second term receives the highest score for their category and previously served as the PAC liaison, the category applicant with the next highest score will be selected as the PAC liaison. The current Voting Member that has applied for a second term will then be selected for an at-large position.
  4. Applicants that are not selected for one of the category liaison positions are then placed in the pool of applicants that are being evaluated for the at-large positions.
  5. The pool of applicants that are in competition for the at-large positions will then be placed in rank order based on their final scores.
  6. The applicants with the top scores will be selected to fill the at-large positions (if there is a tie, it will be resolved through the process described in Section 5).
- G. Once the selections have been determined, the MC will summarize information about each applicant including: final score (normal scoring), rank order (based on resolution of ties), OPDIV, category, geographic location, ethnicity (if provided), and gender (if provided) and which position the applicant will fill if they are selected to become a Voting Member.
- H. This information will then be forwarded to the JOAG EC for review and endorsement.

***Section 5*** Resolution of Ties and Inconsistencies (two weeks): When scoring applicants, a tie is defined as when scores are within three points of each other and are clustered in such a manner that makes it difficult to follow the procedures in Section 4 of this article.

According to the JOAG Bylaws, the JOAG Voting Membership should be representative of the entire population of PHS officers. For this reason, other factors such as geographic distribution, category and agency representation, ethnicity, gender, and prior military service may be taken into consideration when resolving ties and inconsistencies between applicants for the JOAG Voting Membership. Ties and inconsistencies should be resolved in the following manner:

- A. The MC Chair will first determine total scores and summarize the demographics and scores received by the applicants that have applied to fill PAC liaison/at-large positions.
- B. When applicants are determined to have tied scores, the MC Chair will submit the list of applicants who were selected and are tied to the JOAG Chair. The JOAG Chair, in consultation with the MC Chair and the EC Liaison, will serve as the tie breaker without requiring any additional ranking by the Voting Members.

**Section 6**     CPO/Agency Liaison/Supervisory Concurrence and (three weeks): After the final selection of nominees for the new Voting Membership has been made by the EC, the MC will:

1. Forward the names of selected individuals to the CPOs in each category represented by the selected candidates for concurrence.
  - The MC will prepare a CPO Cover Letter (Appendix XIII) and a CPO Endorsement Form (Appendix XIV) for each successful nominee. These will be forwarded to the JOAG Chair for review and signature.
  - Following signing of the letters by the JOAG Chair, the JOAG MC Chair (or designee) will be responsible for sending these documents to the CPOs and ensuring their prompt receipt.
2. Forward the names of selected candidates to the Agency Liaisons for each agency represented by the selected candidates for concurrence.
  - The MC will prepare an Agency Liaison Cover Letter (Appendix XV) and an Agency Liaison Endorsement Form (Appendix XVI) for each selected candidate. These will be forwarded to the JOAG Chair for review and signature.
  - Following signing of the letters by the JOAG Chair, the JOAG MC Chair (or designee) will be responsible for sending these documents to the Agency Liaisons and ensuring their prompt receipt.

**Section 7**     Notification of Nominees, Confirmation of Supervisory Approval (two weeks):

1. After receipt of Agency Liaison and CPO concurrence, the MC Chair will send e-mails to all applicants notifying them of their selection or non-selection. The form letters found in Appendices XI (Acceptance Letter) and XII (Non-Selection Letter) of this document may be used when notifying applicants. Letters will confirm that no change in supervisors have occurred since the time of application for the selected candidates. If a change of supervisor has occurred or is anticipated, the selected candidate will be required to submit a new supervisory approval form. Officers should be reminded that this information should be kept private until Notification of JOAG General Membership occurs, following OSG Approval.

***Section 8***      OSG Approval Request (three weeks)

1. Submit an approval packet of nominated officers to the OSG for approval (Appendix XVII). This packet should contain:

- Tab A—Nominations for Voting Membership
- Tab B—JOAG Call for Nominations
- Tab C—JOAG Table of All Junior Officer Voting Member Nominees)
- Tab D—Summary of Endorsements
- Tab E—JOAG Voting Membership Diversity
- Tab F—Addresses for Appointment Letters and Suggested Text

The MC will prepare this packet, along with a cover letter and send this to the JOAG Chair for review and signature. The JOAG Chair (or designee) will be responsible for sending the cover letter and packet of materials to the OSG and ensuring their prompt receipt. This officer must follow-up regularly with the OSG to ensure that gaining the Surgeon General’s approval does not postpone the selection of the JOAG EC.

***Section 9***      Notification of JOAG General Membership

1. Once final selections have been made for each available Voting Membership position and OSG approval has been granted, an e-mail will be sent to the JOAG Voting Membership by the MC Chair listing the selected candidates for the available Voting Membership positions. The JOAG Chair will send an e-mail to the JOAG General Membership via the JOAG listserv announcing the new Voting Membership (after OSG concurrence with their appointment) and EC selections. (See Article III, Section 10).

## APPENDICES

### Appendix I: JOAG Meet and Greet Invitation

Good Morning [Region Name] and nearby PHS Junior Officers:

The Junior Officer Advisory Group (JOAG) Membership Committee is hosting a Meet and Greet in the [Region] area on [Day], [Date] from [Time Period]. This meeting will be held at [Address, Building, and Room Location].

This will be a great opportunity for you to learn more about JOAG as well as meet, network, and interact with other junior officers in [City] and surrounding areas. This is also a good time to discuss issues relating to the Commissioned Corps and be provided with professional support. A JOAG Voting Member will be attending this event via conference call or in person. Feel free to bring your lunch and eat during this event.

Please bring your uniformed services (CAC) or work ID card if the meeting is being held in a government facility. Individuals will be required to show a government ID to gain access to any government facility where a meeting is held.

If you haven't already, please let me know if you plan to attend. Also, please feel free to show up if you find some spare time at the last minute! I hope you can join us in person, but for those of you outside the [Region] area, please feel free to call-in so we can hear from you! The conference line information is below.

Dial-in: [Number] Passcode: [Number]

Contacts (Regional Lead and Back-up): [Rank and Name] (e-mail address) and [Rank and Name] (e-mail address)

Meet and Greet General Information: If you would like to learn more about Meet and Greet events in your region, please contact the Meet and Greet subcommittee lead, [Rank and Name] (e-mail address) or the Membership Committee Co-Chair, [Rank and Name] (e-mail address).

Sincerely,

[Regional Lead(s) Rank and Name]

Appendix II: JOAG Meet and Greet Agenda and Sign-in Sheet

**[Region Name] JOAG Meet and Greet**  
**[Day and Date]**  
**[Time]**

**AGENDA**

- 1. Introductions**
- 2. JOAG Voting Member Discussion and Q&A**
- 3. Additional Topics for Discussion**
  - a.
  - b.
- 4. Networking**
- 5. Adjourn**

**\*\*\* See SOPs for more details. This template is to be used as a guide.**

**\*\*\* The Voting Member portion should be covered during the first half of the meeting.**

**\*\*\* Feel free to expand the agenda as necessary.**



## Appendix III: JOAG Meet and Greet Thank You E-mail

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

---



DATE: [Date]

Regional JOs,

Thank you for attending the [M&G Region] Meet and Greet event held on [Date]! Please feel free to contact [Rank and Name] via e-mail at [e-mail address] or [phone number] with feedback about the event, ideas for future agenda items, or any questions you may have.

JOAG meetings are currently being held on [Insert monthly day and time], with the next general meeting being held on [Insert specific date]. Meeting reminders will be sent out with call-in information.

**\*\*\*Include the sentence below if you already have the date, time, and location of the next M&G event in your region\*\*\***

Our next M&G will be held on [Date] at [Time and Location]. You will receive a reminder meeting announcement closer to the date. We look forward to seeing you!

**\*\*\*Include the sentence below if you do NOT have the date, time, and location of the next M&G event in your region\*\*\***

We look forward to seeing you at future meetings.

Respectfully,

[Rank and Name of Regional Lead]  
JOAG Meet & Greet Regional Lead, [M&G Region]

## Appendix IV: Sample Call for Nominations

### **JOAG - Call for Nominations for Voting Members**

The Junior Officer Advisory Group (JOAG) requests nominations for [Insert number] open positions for Voting Membership for [INSERT YEARS HERE].

JOAG is the voice for junior officers in the Commissioned Corps, and is responsible for advising the Surgeon General on matters that affect junior officers. Voting Members serve as the leadership of this organization. Each category is represented by one Voting Member with an additional [#] at-large members for a total of [#] Voting Members. The JOAG Executive Committee is elected from within the Voting Membership. Current Voting Members select incoming Voting Members based upon published criteria. The Voting Membership term is two years and begins on October 1st.

If you know a motivated and dedicated junior officer, please encourage them to self-nominate for the following open slots:

Dietitian  
Environmental Health Officer  
Pharmacist  
Physician  
Scientist  
Veterinarian

(change names of categories to reflect appropriate liaison Voting Member positions)

At-Large ([#] openings)

Requirements: You must be an active duty junior officer (T-04 and below) and you must not be eligible to pin-on T-05 (Commander) prior to July 1, 20XX. If you wish to have your eligibility checked in advance of submitting a nomination, please contact [Insert name of MC Chair or designee here] at [Insert e-mail address here] no later than [Insert date two weeks after call for nominations is distributed] with your name, rank, and PHS Number to ask for an eligibility check.

For questions or to submit nominations for Voting Membership, contact [Insert MC Chair's Name Here], Chair, Membership Committee at [Insert MC Chair's e-mail address here].  
Nominations are due no later than [Insert date].

## Appendix V: JOAG Voting Membership Frequently Asked Questions

### **JUNIOR OFFICER ADVISORY GROUP (JOAG) MEMBERSHIP COMMITTEE UNITED STATES PUBLIC HEALTH SERVICE**

---



### **JOAG Voting Membership: Frequently Asked Questions**

#### **How does a JOAG Voting Member differ from a general member?**

There is no formal process for becoming a general member. Any junior officer at the rank of LCDR (O-4) and below who participates in JOAG meetings or serves on one of JOAG's committees or workgroups is considered a general member. Voting Members serve as the leadership of JOAG and must apply and be selected by the current Voting Members.

#### **What tasks are required of a Voting Member?**

Voting Members serve as committee chairs and/or Professional Advisory Committees (PACs) liaisons. Five of the [#] Voting Members serve on the JOAG Executive Committee. The remaining [#] members typically serve as chairs or co-chairs of JOAG's [#] Committees. In addition, Voting Members serve as liaisons to their respective PACs, select incoming Voting Members, assist with award nominations, make presentations at the Officer Basic Course (OBC) and other venues, and perform other duties as requested by the Office of the Surgeon General and the JOAG Chair.

#### **What are the responsibilities of a committee chair?**

There are currently ten JOAG committees that are each chaired by a Voting Member. Committee chairs are responsible for calling and running committee meetings, making decisions about the activities of their respective committee, and overseeing all of the work that is done by members of their committee. For information about the responsibilities held by the chair of a particular committee, contact the current chair directly. A list of committees and the respective chairs can be found at [http://www.usphs.gov/corpslinks/JOAG/committees\\_membership.aspx](http://www.usphs.gov/corpslinks/JOAG/committees_membership.aspx)

#### **What are the responsibilities of a PAC Liaison?**

Eleven Voting Members (including some Executive Committee members) serve as liaisons to their PACs. As PAC liaisons, the Voting Member is responsible for communicating information about JOAG to their PACs and from their PACs back to JOAG. JOAG liaisons typically give reports on JOAG activities during their PAC meetings. They are responsible for forwarding information to members of their PACs such as nominations for JOAG awards, calls for volunteers for JOAG activities, and nominations for Voting Membership.

#### **How long is the Voting Member term?**

Voting Members serve for 2 years. The term begins October 1<sup>st</sup> of the nomination year and ends September 30<sup>th</sup>, two years thereafter. Please take the length of service into consideration when applying for Voting Membership.

**How many Voting Members are there each year?**

There are [#] Voting Members. Voting Members include one person from each of the 11 professional categories plus [#] at-large members that can be from any category. Since each Voting Member serves a 2 year term, the number of positions that are up for election each year varies depending on the number of Voting Member seats that will be vacated.

**Approximately how much of my time will it take to perform the duties of a Voting Member?**

Current Voting Members have stated that they spent a median of three hours per week on activities associated with JOAG.

**How often do Voting Members attend meetings?**

Voting Member and general member meetings occur once a month on alternate months (i.e., January – Voting Member meeting, February– general member meeting, etc.). Voting Members attend both of these meetings. Additionally, a Voting Member serving as Chair/Co-chair of a committee will also lead their respective committee meetings. Voting Members who serve as liaisons to a PAC also attend the respective PAC meetings. Voting Members who serve on the Executive Committee (EC) attend monthly EC meetings and 2 additional committee meetings. As junior officers are stationed in many locations, all meetings are held via conference call.

**Who can apply for Voting Membership?**

Any active duty officer who has pinned-on at the rank of Lieutenant Commander (O-4) or below may apply, with the exception of those officers who would be eligible to pin-on to Commander (O-5) prior to July 1 of the second year of their term.

**How do I know if I am eligible for promotion to O-5 prior to July 1 of the second year of the term?**

You can have your eligibility checked in advance of submitting a nomination, by contacting [Insert name of MC Chair or designee here] at [Insert e-mail address here] no later than [Insert date two weeks after call for nominations is distributed] with your name, rank, and PHS Number and ask for an eligibility check.

**Are any activities required before applying to become a Voting Member?**

Voting Members must have and maintain a qualified basic readiness status. Although prior experience in JOAG is not required to apply for Voting Membership, prior contributions to JOAG and to the Corps are considered in the selection process.

**I have never been involved with JOAG. Should I apply to become a Voting Member?**

If you are ready for the challenge, we encourage you to apply. Certain categories with fewer officers may have fewer applicants for their liaison positions. In addition, other PHS and outside activities are considered in the selection process.

**How do I apply to become a Voting Member?**

The application for Voting Membership is attached to the JOAG listserv call for nominations. Additionally, the application will be posted on the JOAG website at [http://www.usphs.gov/corpslinks/JOAG/about\\_membership.aspx](http://www.usphs.gov/corpslinks/JOAG/about_membership.aspx). Submit your completed application to Membership Committee Co-Chair, [Insert name and e-mail] by [Insert

**deadline]**

**How are Voting Members selected?**

Once applications are collected, information submitted in the applications is verified by the Membership Committee. All applications are then reviewed and scored by the current JOAG Voting Membership. Scores are tallied by the Membership Committee. The applicant with the highest score from each category with an available liaison position will be selected. Applicants not selected for one of the category liaison positions are then placed in the pool of applicants and evaluated for the at-large positions. Applicants from categories without liaison positions available will automatically be placed in the pool for the at-large positions. The applicants with the top scores will be selected to fill the at-large positions. Professional, organizational, and geographic diversity of the applicant pool will also be taken into consideration during the selection process. Further details pertaining to this process can be found in the Standard Operating Procedure of the Membership Committee, available by contacting the **Membership committee Co-Chair, [Insert name and e-mail]**

**Why should I apply to become a Voting Member?**

Voting Membership offers an excellent leadership opportunity for junior officers. You should apply to become a JOAG Voting Member if you want to help shape the future of the Commissioned Corps and are committed to improving the professional development of junior officers and providing feedback to the Office of the Surgeon General on those issues affecting junior officers. Members who successfully complete their term will receive a Special Assignment Ribbon.

Please remember that serving as a Voting Member requires a significant time commitment over the course of two years.

## Appendix VI: JOAG Voting Membership Application Form

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

---



### JOAG VOTING MEMBERSHIP APPLICATION FORM 20XX

<b>Rank and Name</b>			
<b>Category</b>		<b>Maiden or Previous Names Used</b>	
<b>PHS Agency</b>			
<b>Readiness Status</b>		<b>Commissioning Date</b>	
<b>PHS Number</b>		<b>Training &amp; Experience Date</b>	
<b>Mailing Address</b>			
<b>E-mail Address</b>			
<b>Phone Number</b>		<b>Fax Number</b>	
<b>Supervisor's Name</b>			
<b>Supervisor's Phone Number</b>			
<b>Supervisor's E-mail</b>			

Requirements: You must be an active duty junior officer (T-04 and below) and you must **NOT** be eligible to pin-on T-05 (Commander) prior to July 1, **20XX**.

Components of the Application: Applicants must complete and send the following documents electronically in a single file to the Membership Committee Chair:

1. JOAG Voting Member Application Form (this page)
2. Responses to narrative questions (see next page)
3. One page CV summary (from your category-specific CV)
4. Supervisory Approval Form
5. Printed copy of your Promotion Information Report (PIR)

Please return completed application packets to the Membership Committee Chair, [*insert name*], at [*insert e-mail address*] no later than **COB [*insert date*]**. All applicants will be notified by e-mail once their completed application has been received.

### **Narrative Questions**

Please refer to the scoring criteria below when answering the following questions. ***All answers must fit within two pages (single-spaced) using Microsoft Word, 12 pt. font, Times New Roman font, and one-inch margins.*** Please answer each question separately, and use the question as the header for each answer in your text. Narrative or bullet-style answers are acceptable. Note that questions have different weights -- we suggest that you use your space accordingly:

1. Please write about your current/past JOAG involvement and accomplishments. Specifically, describe the impact of your work on these accomplishments. (25 points)
2. Please comment on your leadership experience both inside and outside of JOAG and/or the USPHS. (25 points)
3. Please describe your vision for JOAG, and what you would like to accomplish during your term as a Voting Member? Specifically, what particular committees are you interested in and why? Please address both questions. (30 points)
4. What skills would you bring to JOAG? How would those skills benefit JOAG? (20 points)

## Appendix VII: JOAG Voting Membership Curriculum Vitae Template

**Officer Rank & First Name Last Name:** \_\_\_\_\_  
**PHS Serial Number:** \_\_\_\_\_ **Category:** \_\_\_\_\_

<b>Last Three Billets:</b>	<b><u>OPDIV</u></b>	<b><u>City, State of Duty Station</u></b>	<b><u>Year(s)</u></b>
Current billet: _____	_____	_____	_____
Previous billet #1: _____	_____	_____	_____
Previous billet #2: _____	_____	_____	_____

**JOAG Activities:** List your top three JOAG activities and your role (e.g., Volunteer, Chair, etc.).

<b><u>Committee</u></b>	<b><u>Subcommittee</u></b>	<b><u>Role</u></b>	<b><u>Year(s)</u></b>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**Other PHS and Non-PHS Activities:** List your top three PHS (non-JOAG) or outside organization activities and your role (e.g., Volunteer, Chair, etc.).

<b><u>Organization</u></b>	<b><u>Committee</u></b>	<b><u>Role</u></b>	<b><u>Year(s)</u></b>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**Honors and Awards:** List your three highest awards/honors.

<b><u>Award Title</u></b>	<b><u>Awarding Organization</u></b>	<b><u>Year(s)</u></b>
_____	_____	_____
_____	_____	_____
_____	_____	_____

**Education and Training:** List your three highest degrees/certificates.

<b><u>Degree/Certificate</u></b>	<b><u>Institution</u></b>	<b><u>City, State of Institution</u></b>	<b><u>Year</u></b>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**Deployment Team Membership:** List your three most recent deployment team memberships(e.g., Tier III, RDF, NIST, mission critical), section (e.g., command staff, operations, logistics, planning, etc.), and role in that section (e.g., member, lead, etc.).

<b><u>Deployment Team</u></b>	<b><u>Section</u></b>	<b><u>Role</u></b>	<b><u>Year</u></b>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

**Deployments:** List up to three deployments

<b><u>Name/Mission</u></b>	<b><u>Deployment City, State</u></b>	<b><u>Year</u></b>
_____	_____	_____
_____	_____	_____
_____	_____	_____

## Appendix VIII: Supervisory Approval Letter

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

---



Date:

From: *[insert name of Chair]*  
Chair, JOAG Membership Committee

Subject: Request for Supervisory Approval for JOAG Voting Membership  
*[Fill in Rank, Name of Applicant]*

The Junior Officer Advisory Group (JOAG) serves in a resource, advisory, and liaison capacity to assist in the development and coordination of activities related to junior officers in the USPHS Commissioned Corps. JOAG reports to the Office of the Surgeon General and is considered the “voice of junior officers.”

Voting Members are the leadership of JOAG. The group is comprised of one person from each of the 11 professional categories plus at-large members that can be from any category. Five of the Voting Members are elected to serve on the JOAG Executive Committee while the remaining members serve as chairs or co-chairs of JOAG’s committees. In addition, Voting Members serve as liaisons to their respective PACs, select incoming Voting Members, assist in award nominations, make presentations at the Officer Basic Course (OBC) and other venues, and perform other duties as requested by the Office of the Surgeon General and the JOAG Chairperson.

Voting Members serve for two years. The term begins October 1<sup>st</sup> of the nomination year and ends September 30<sup>th</sup>, two years thereafter.

-----  
My signature below indicates approval of this officer’s participation as a Voting Member of JOAG if selected (digital signatures are acceptable).

Print Supervisor’s Name	Signature	Date

The nominee should submit this form along with the JOAG Voting Member Application Form and a one-page CV summary to the Membership Committee Chair, *[insert name and e-mail]* by **COB** *[insert date]*.

## Appendix IX: Receipt of Application E-mail

Dear [Insert Applicant's Name]:

We have received your application for Voting Membership on JOAG for the 20XX to 20XX term. All the applications received will be forwarded to current Voting Members for review and scoring.

We expect to select next year's Voting Members by the middle of [insert month]. You will be notified of the outcome at that time. If you need any additional information, you may reach me at (insert phone number of Membership Committee Chair). On behalf of the JOAG Membership Committee, thank you for your application and good luck!

Sincerely,

(Insert name and contact information for Membership Committee Chair)

## Appendix X: JOAG Voting Membership Narrative Questions

### Scoring Criteria Guidance

The following document aims to provide benchmarks to help you understand how responses to each of the narrative questions in the Voting Membership nomination packet should be scored. The intent of this document is to remove some subjective judgment and bias and to provide some general guidance to help keep scoring relatively consistent among voters.

Keep in mind that scoring should be done in increments of 1 point (no decimals please). 10-point intervals are shown here to provide a broad guideline for scoring, but scorers are not expected to provide their scores as only 0, 10, 20, or 30. Scores of 24 or 17 or 2 are fine, but please do not provide scores of 25.4. In the past some have found it helpful to score all applicants for one question before moving on to subsequent questions. Alternatively, others have found it helpful to score an entire applicant's questions before moving on to the next applicant.

#### **1. Please write about your current/past JOAG involvement and accomplishments.**

**Specifically, describe the impact of your work on these accomplishments. (25 points)**

- General note: Depth and breadth of involvement are both factors, but specific accomplishments should weigh more heavily than a mere list of committees served on or activities participated in.
- (0 points) No previous JOAG experience whatsoever.
- (10 points) Minor participation with few accomplishments.
- (20 points) Significant participation with either (A) multiple committees or roles and some accomplishments, or (B) a single role with significant leadership and/or notable accomplishments.
- (25 points) Outstanding level of participation as shown by multiple roles of increasing leadership and responsibility, with accomplishments of increasing and/or notable significance.

#### **2. Please comment on your leadership experience both inside and outside of JOAG and/or the USPHS. (25 points)**

- General note: Leadership should not just be measured by post(s) held but also by accomplishments, the magnitude and impact of which are major factors in scoring this question.
- (0 points) No leadership experience at all.
- (15 points) Leadership of a relatively small organization or officer of an organization of larger significance, and accomplishments of limited scope.
- (25 points) Leadership roles of national significance or of large influence and accomplishments of very significant scope.

#### **3. Please describe your vision for JOAG, and what you would like to accomplish during your term as a Voting Member? Specifically, what particular committees are you interested in and why? Please address both questions. (30 points)**

- General note: This should be scored based on several factors, as this is a multiple part question. Each part may be considered to be worth 10 points.

- (max of 10 points) Vision for JOAG should be sweeping and far-sighted but should reflect an understanding of JOAG's role in the PHS and not step unrealistically beyond that understanding (e.g. JOAG won't lead the fight to cure cancer).
- (max of 10 points) What the nominee wants to accomplish should make a measurable impact on JOAG or on the Corps, if implemented. Again, should be far-reaching, but bound by an understanding of JOAG's role. Concrete plans are preferred to general statements.
- (max of 10 points) Committee or role desired should be based on the officer's past experience and/or on a very clear vision for how he/she would use that committee or role to have a beneficial impact on JOAG or the Corps.
- (0 points) None of the vision, desired accomplishments, and roles is well thought-out, relevant to JOAG, or realistic.
- (30 points) Vision, desired accomplishments, and committees/roles are all sweeping and visionary, but grounded in concrete plans and in a good understanding of JOAG and the Corps.

**4. What skills would you bring to JOAG? How would those skills benefit JOAG? (20 points)**

- General note: The relevance of certain skills is in the eye of the beholder. By presenting fact-based evidence or concrete accomplishments tied to his/her skills, the nominee makes clear how he/she can make a real impact on JOAG.
- (0 points) No skills relevant to JOAG are presented.
- (10 points) Good soft skills (e.g. organization, team-building, etc.) with evidence to back them up. Technical skills that may be of limited use to JOAG.
- (20 points) Outstanding soft skills with a proven track record for concrete results. Technical skills that may be of major impact to JOAG.

## Appendix XI: Acceptance Letter

[Insert Date Here]

Hello --

On behalf of the JOAG Executive and Membership Committees, I would like to congratulate you all on your selection as JOAG Voting Members for [insert time period]! We are still waiting for CPO and Agency Liaison concurrences, and after those are received, your names will be forwarded to the Office of the Surgeon General (OSG). You will be serving in an official capacity, representing your category and junior officers, in an appointment by the Surgeon General. You will receive an appointment letter from the OSG some time after October 1st of this year. It is important to keep this letter in your personal files and to fax a copy to your eOPF. Also, we will submit a copy to the OSG at the end of your term when you are nominated for the Special Assignment Award. *The public announcement of your selection will not come until after the OSG approves, therefore please keep this information private until it is released on the JOAG List Serv.*

We had many excellent candidates this year, and you will be an asset to JOAG in the next two years. I hope that you will find your JOAG experience to be rewarding and fun. JOAG is a wonderful organization that has always been driven "by junior officers, for junior officers." Each year, our group continues to outreach to the entire Corps in different ways, fostering camaraderie and esprit-de-corps, working to increase Corps visibility, and helping to improve the road for those who follow.

Your term as Voting Member officially starts on October 1, [insert year] and runs through September 30, [insert year]. I encourage you to become familiar with our bylaws, and SOP which can be found at (insert link to JOAG Website) under "About JOAG," -- "Governing Documents." In particular, please pay attention to meeting attendance and other requirements of membership, and also begin to identify someone who will serve as your alternate should you be unable to attend our monthly meetings.

In addition, all of you are eligible to run for one of our Executive Committee positions for the upcoming JOAG operational year. Open positions include Chair-Elect (2-year term progressing to Chair), Vice-Chair (1 year), Financial Liaison (1 Year), and Secretary (1 year). The terms will begin October (insert year), and the roles and responsibilities can be found in the Bylaws. If you are interested in any of the EC positions or have any questions about them, please contact the JOAG Chair or one of the other EC members:

Chair: [Insert Name and e-mail]

Vice-Chair: [Insert Name and e-mail]

Chair-Elect: [Insert Name and e-mail]

Financial Liaison: [Insert Name and e-mail]

Secretary: [Insert Name and e-mail]

The JOAG Chair, [insert name], will be sending out an e-mail shortly to the entire Voting Membership with more information about nominations for the EC positions.

Also, I would like to invite each of you to attend the next Voting Member Meeting on [insert date]. More info to follow...

And once again, welcome and congratulations. I hope you enjoy your upcoming year!

Sincerely yours,

(Insert name and contact information for Membership Committee Chair)

## Appendix XII: Non-Selection Letter

Dear [Insert Name]:

Thank you for submitting your application for Voting Membership of the Junior Officer Advisory Group. This year, there were a large number of very well qualified, hard-working, and excellent officers who applied for membership. Your application was reviewed and scored by the current Voting Members. Those applications with high scores that reflected the diversity of junior officers as a whole were selected for membership and, unfortunately, yours was not among them.

On behalf of the JOAG Membership Committee, thank you for your commitment to the USPHS Commissioned Corps and to JOAG. Please keep in mind that while you were not selected this year, there are positions available each year and we encourage you to consider submitting an application again next year. Please also consider getting involved with a JOAG Committee. For additional information, please see the following URL:

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

If you have any questions or concerns please feel free to contact me at (phone # and e-mail of Membership Committee Chair).

Sincerely yours,

(Insert name and contact information for Membership Committee Chair)

## Appendix XIII: Chief Professional Officer (CPO) Cover Letter

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

---



Date: [Insert Date]

From: The Junior Officer Advisory Group (JOAG)

Subject: Endorsement of **OFFICER** for Voting Membership

The following officer from the [**CATEGORY**] category has been selected for membership in the Junior Officer Advisory Group (JOAG):

#### **Insert Officer's Name**

The Junior Officer Advisory Group was established by the Office of the Surgeon General of the U.S. Public Health Service in December 2001. The charge of JOAG is to provide advice, consultation, and recommendations to the Surgeon General on issues important to junior Commissioned Corps officers and other PHS personnel. JOAG plays an important role in this time of transformation of the Commissioned Corps, by providing a voice for and representing the unique perspectives of junior officers.

Voting Members are the leadership of JOAG. There are [#] Voting Members, comprised of one person from each of the 11 professional categories plus [#] at-large members that can be from any category. Five of the Voting Members are elected to serve on the JOAG Executive Committee while the remaining members serve as chairs or co-chairs of JOAG's committees. In addition, Voting Members serve as liaisons to their respective PACs, select incoming Voting Members, assist in award nominations, make presentations at the Officer Basic Course (OBC) and other venues, and perform other duties as requested by the Office of the Surgeon General and the JOAG Chair.

Voting Members serve for two years. The term begins October 1 of the nomination year and ends September 31, two years thereafter.

Voting Member selectees must receive the endorsement of their Chief Professional Officer. We would greatly appreciate your support of **OFFICER** to become a Voting Member of JOAG and to participate in various JOAG and PAC-related activities. If you do not agree with the nomination of **OFFICER**, please provide an explanation on the enclosed form. If you do agree with the nomination of **OFFICER**, please sign the enclosed form.

If you have any questions, please contact **XXX, Co-Chair, Membership Committee, at [Insert E-mail]**

Respectfully,

**CHAIR**

Chair, Junior Officer Advisory Group

Appendix XIV: Chief Professional Officer (CPO) Endorsement Form

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

---



**MEMBERSHIP ENDORSEMENT FORM**  
*Chief Professional Officer*

NOMINEE:

NAME  
CATEGORY  
AGENCY  
DUTY STATION City and State  
Term: October 201X – September 201X

I fully support this officer's appointment as a Voting Member of JOAG.

---

RADM XXX, Chief XXX Officer

Date

Please return this signed form to XXX, Co-Chair, Membership Committee, at [Insert Email] no later than [Insert Date]

## Appendix XV: Agency Liaison Cover Letter

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

---



Date: [Insert Date]

From: Junior Officer Advisory Group

Subject: Endorsement of [OFFICER] for Voting Membership

The following officer from AGENCY has been nominated for membership in the Junior Officer Advisory Group (JOAG):

#### **Insert OFFICER's Name**

The Junior Officer Advisory Group was established by the Office of the Surgeon General of the U.S. Public Health Service in December 2001. The charge of JOAG is to provide advice, consultation, and recommendations to the Surgeon General on issues important to junior Commissioned Corps officers and other PHS personnel. JOAG plays an important role in this time of transformation of the Commissioned Corps, by providing a voice for and representing the unique perspectives of junior officers.

JOAG members have time commitments similar to members of a Professional Advisory Committee. JOAG meets every month via telephone conference call. The term of membership is two years, and each Voting Member is expected to spend from 36 to 60 hours per year on JOAG activities. Executive Committee members of JOAG are elected from the Voting Membership.

We would greatly appreciate your support of [OFFICER] to become a Voting Member of JOAG and to participate in various JOAG and PAC-related activities. If you do not agree with the nomination of OFFICER, please provide an explanation on the enclosed form.

If you have any questions, please contact XXX, Co-Chair, Membership Committee, at [Insert E-mail].

Respectfully,

**CHAIR**

Chair, Junior Officer Advisory Group

Attachment: Endorsement form for signature

## Appendix XVI: Agency Liaison Endorsement Form

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

---



#### **MEMBERSHIP ENDORSEMENT FORM**

*Agency*

NOMINEE:

NAME

CATEGORY

AGENCY

DUTY City and State

Term: October 201X – September 201X

I fully support this officer's appointment as a Voting Member of JOAG.

---

LIASON NAME, AGENCY Commissioned Corps Liaison

Date

Please return this signed form to XXX, Co-Chair, Membership Committee, at  
[Insert E-mail] no later than [Insert Date]

## Appendix XVII: Office of the Surgeon General (OSG) Approval Package

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

---



Date: Date

To: RADM XXX  
Surgeon General, USPHS

Through: XXX  
JOAG Senior Advisor

From: XXX  
Chair, JOAG

Subject: Appointments to the Junior Officer Advisory Group (JOAG) Voting  
Membership -- ACTION

#### **ISSUE:**

The Junior Officer Advisory Group (JOAG) requests the appointment of [insert number] (XX) members for two-year terms (20XX-20XX). A list of JOAG nominees attached (TAB A).

#### **DISCUSSION:**

JOAG solicits individuals to serve as Voting Members through a self-nomination process that is announced through the JOAG listserv and various other Commissioned Corps and category listservs. Representatives are sought from all operating divisions (OPDIV) that utilize Public Health Service Officers and from diverse duty station locations (TAB B). After receiving all nominations, we developed a list of candidates for the vacancies (TAB C). Through a selection process identified in our Standard Operating Procedures, [insert number] (XX) candidates are nominated for Voting Membership. Chief Professional Officer and agency concurrence, as well as supervisor approval, were requested and obtained for all nominees (TAB D).

In keeping with the precepts contained in the JOAG Bylaws, proposed appointments include no more than twenty Commissioned Corps Officers (typically, 10 per year for two year terms). At least two members are from the field. There are both males and females and minority representation. The Voting Members for 20XX-20XX, which includes current and nominated members, includes geographic, profession, and OPDIV diversity (TAB E). Appointment letters are included for your signature (TAB F).

#### **RECOMMENDATION:**

It is recommended that the requests noted above be considered for approval.

XXX  
JOAG Chair

**DECISION:**

Approve: \_\_\_\_\_ Disapprove: \_\_\_\_\_ Date: \_\_\_\_\_

---

XXX  
RADM, USPHS  
Surgeon General

**Attachments:**

- TAB A: Nominations for 20XX-20XX JOAG Voting Membership
- TAB B: JOAG 20XX-20XX Call for Nominations
- TAB C: All Junior Officer Candidates for nomination to JOAG 20XX-20XX Voting Membership
- TAB D: Summary of Endorsements for the 20XX-20XX Membership Cycle
- TAB E: 20XX-20XX JOAG Voting Membership Roster Profile (All Members)
- TAB F: Addresses for Appointment Letters and suggested text

## Tab A – Nominations for [Insert Years] JOAG Voting Membership

The following officers will serve as JOAG PAC Liaisons to their respective PACs *[should be changed to whatever categories are available each year]*:

Therapist: [**Rank, Name**, PHS#, Duty Station location]

Nurse: [**Rank, Name**, PHS#, Duty Station location]

Engineer: [**Rank, Name**, PHS#, Duty Station location]

Dentist: [**Rank, Name**, PHS#, Duty Station location]

Health Services: [**Rank, Name**, PHS#, Duty Station location]

The following officers will serve as JOAG At-Large Members:

[Category]: [**Rank, Name**, PHS#, Duty Station location]

**Tab B – JOAG [Insert Years] Call for Nominations**

[Insert Call for Nominations for the Election Year Here –See Appendix III for Sample]

**Tab C – All Junior Officer Candidates for nomination to JOAG 20XX-20XX  
Voting Membership**

<b>Rank</b>	<b>First Name</b>	<b>Last Name</b>	<b>OPDIV</b>	<b>Category</b>	<b>Duty Station</b>	<b>PHS Serial Number</b>
LCDR			CDC	Health Services Officer	Washington, DC	
LCDR			HIS	Health Services Officer	Albuquerque, NM	
LCDR			FDA	Health Services Officer	Rockville, MD	
LCDR			CDC	Scientist	Hyattsville, MD	
LCDR			FDA	Engineer	Silver Spring, MD	
LCDR			DHS	Dental	Yorktown, VA	
LCDR			DHS	Dental	Portsmouth, VA	
LT			FDA	Health Services Officer	Jacksonville, FL	
LT			DHS	Health Services Officer	Washington, DC	
LT			CDC	Health Services Officer	Atlanta, GA	
LT			CMS	Health Services Officer	Baltimore, MD	
LT			FDA	Environmental Health Officer	Savannah, GA	
LT			BOP	Therapist	Rochester, MN	
LT			DoD	Nurse	Fort Belvoir, VA	
LT			IHSC	Nurse	Washington, DC	
LT			IHSC	Nurse	Miami, FL	
LT			CDC	Scientist	Morgantown, WV	
LT			FDA	Engineer	Winchester, MA	
LT			DHS	Pharmacy	New London, CT	
LT			FDA	Pharmacy	Silver Spring, MD	

**Tab D – Summary of Endorsements for the [Insert Years] Membership Cycle**

<b>Rank</b>	<b>First Name</b>	<b>Last Name</b>	<b>OPDIV</b>	<b>Category</b>	<b>Duty Station</b>	<b>Agency Liaison</b>	<b>CPO</b>	<b>Supervisor</b>	<b>Basic Ready</b>
LCDR			CDC	Health Services Officer	Washington, DC	✓	✓	✓	✓
LCDR			CDC	Scientist	Hyattsville, MD	✓	✓	✓	✓
LCDR			FDA	Engineer	Silver Spring, MD	✓	✓	✓	✓
LT			FDA	Health Services Officer	Jacksonville, FL	✓	✓	✓	✓
LT			CDC	Health Services Officer	Atlanta, GA	✓	✓	✓	✓
LT			FDA	Environmental Health Officer	Savannah, GA	✓	✓	✓	✓
LT			BOP	Therapist	Rochester, MN	✓	✓	✓	✓
LT			DoD	Nurse	Fort Belvoir, VA	✓	✓	✓	✓
LT			CDC	Scientist	Morgantown, WV	✓	✓	✓	✓

**Tab E – 2013-2015 Voting Membership Roster Profile (All Members)**

<b>Rank</b>	<b>First Name</b>	<b>Last Name</b>	<b>OPDIV</b>	<b>Category</b>	<b>Duty Station</b>	<b>PHS Serial Number</b>	<b>Term</b>
LCDR			BOP	Dietitian	Ayer, MA		20XX-20XX
LCDR			HIS	Environmental Health Officer	Rockville, MD		20XX-20XX
LCDR			CDC	Medical Officer	Cincinnati, OH		20XX-20XX
LCDR			FDA	Pharmacy	Silver Spring, MD		20XX-20XX
LCDR			FDA	Scientist	Kensington, MD		20XX-20XX
LCDR			FDA	Health Services Officer	College Park, MD		20XX-20XX
LCDR			FDA	Health Services Officer	Silver Spring, MD		20XX-20XX
LCDR			CDC	Scientist	Hyattsville, MD		20XX-20XX
LT			FDA	Veterinary Officer	Tampa, FL		20XX-20XX
LT			FDA	Pharmacy	Rockville, MD		20XX-20XX
LT			CDC	Dental Officer	Raleigh, NC		20XX-20XX
LCDR			CDC	Health Services Officer	Washington, DC		20XX-20XX
LCDR			CDC	Scientist	Hyattsville, MD		20XX-20XX
LCDR			FDA	Engineer	Silver Spring, MD		20XX-20XX
LT			FDA	Health Services Officer	Jacksonville, FL		20XX-20XX
LT			CDC	Health Services Officer	Atlanta, GA		20XX-20XX
LT			FDA	Environmental Health Officer	Savannah, GA		20XX-20XX
LT			BOP	Therapist	Rochester, MN		20XX-20XX
LT			DoD	Nurse	Fort Belvoir, VA		20XX-20XX
LT			CDC	Scientist	Morgantown, WV		20XX-20XX

**Tab F – Addresses for Appointment Letters and suggested text**

<p><b>LCDR XXX</b>          Food and Drug Administration          1000 ABC Avenue          Silver Spring, Maryland XXXXX  <a href="#">[e-mail address]</a>          Phone: (XXX) XXX-XXXX          Fax: (XXX) XXX-XXXX</p>	
<p><b>LCDR XXX</b>          Centers for Disease Control          2000 BCD Avenue          Atlanta, GA XXXXX  <a href="#">[e-mail address]</a>          Phone: (XXX) XXX-XXXX          Fax: (XXX) XXX-XXXX</p>	

(Template to go on SG letterhead)

LCDR XXX  
Address  
City, State Zip

Dear LCDR XXX:

It is my pleasure to congratulate you on your appointment as a Voting Member of the Junior Officer Advisory Group (JOAG) of the United States Public Health Service (USPHS). Your agency liaison, chief professional officer, and supervisor have endorsed your nomination. Your appointment is for a two-year term beginning October 1, 2013, and ending on September 30, 2015.

The JOAG was formed to advise the Surgeon General on matters of importance to junior Commissioned Officers and other USPHS personnel. The JOAG's current goals include: supporting the public health priorities of the Surgeon General and objectives of the Commissioned Corps of the United States Public Health Service; establishing connections with junior officers from other uniformed services; and promoting junior officer development and engagement. I encourage you to become familiar with the JOAG Charter and Bylaws, contribute to the successful leadership of the organization, and participate fully in meetings and discussions. I am sure you will find your service with the JOAG to be exciting, challenging, and productive.

Your willingness to serve the JOAG and the Commissioned Corps, over and above the regular responsibilities of your position, are very much appreciated.

Sincerely yours,

---

XXX  
RADM, USPHS  
Surgeon General