

UNITED STATES PUBLIC HEALTH SERVICE COMMISSIONED CORPS
JUNIOR OFFICER ADVISORY GROUP
BYLAWS

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ARTICLE I

NAME

The Junior Officer Advisory Group shall be referred to as JOAG (or Group).

ARTICLE II

PURPOSE

Section 1. Purpose of JOAG: The purpose of JOAG is to provide advice and consultation to the Surgeon General, Chief Professional Officers (CPOs), Professional Advisory Committees (PACs), and other Commissioned Corps groups on issues relating to professional practice and personnel activities affecting Junior Officers in the USPHS Commissioned Corps. The JOAG also serves as a resource to Junior Officers to promote successful careers as Commissioned Officers in the USPHS.

Section 2. Purpose of the Bylaws: The JOAG Bylaws provide internal guidance for the operations, policies, and procedures of the Group. The Bylaws provide specific guidance on matters not addressed by the Surgeon General's JOAG Charter.

ARTICLE III

MEMBERSHIP

Section 1. Basic Eligibility Requirement: At the time of appointment, each incoming JOAG voting member shall be an active duty officer at or below the temporary rank of Lieutenant Commander (O-4), and not be eligible to pin-on the rank of Commander (O-5) prior to July 1st of the second year of their appointment term. All JOAG voting members must meet Basic Readiness standards, as defined by the Office of Force Readiness and Deployment (OFRD), and maintain Basic Readiness throughout their terms. JOAG members may hold a simultaneous membership in their respective PAC, if permitted by the PAC.

Section 2. Size of JOAG: JOAG shall consist of at least 11 and no more than 20 voting members.

Section 3. Professional Representation: JOAG voting membership shall include one Junior Officer for each PHS category. The designated officer will be the category liaison. The remaining JOAG voting members serve in member-at-large positions. In the event that designated category membership positions cannot be filled through the

nomination process, or if the Membership Committee cannot reach consensus on a top candidate from the pool of applicants, the Membership Committee reserves the right to reopen the nomination process for that category. All nominees forwarded by the Membership Committee must receive final approval by the Executive Committee.

- Section 4.*** Organizational Representation: JOAG shall make every effort to ensure that members are selected from each of the PHS Department of Health and Human Service (HHS) agencies, including those members from non-HHS agencies and programs to which PHS officers are detailed (e.g., Bureau of Prisons, U.S. Coast Guard, Environmental Protection Agency, Department of Agriculture, National Park Service, and the District of Columbia's St. Elizabeth Hospital). Every effort also shall be made to ensure that JOAG membership shall include prior military service members representative of the population of Junior Officers.
- Section 5.*** Geographic Considerations: JOAG shall have, as voting members, at least two individuals whose regular duty stations are geographically removed by a distance of 75 miles or more from the Washington Metropolitan area. JOAG's goal is to have approximately half (50%) of the voting members be comprised of individuals whose regular duty station is geographically removed by a distance of 75 or more miles from the perimeter of Washington, D.C. or Atlanta, Georgia.
- Section 6.*** Gender and Minority Representation: No selection is made solely on the basis of gender or race. JOAG shall make every effort to ensure that the voting membership does not consist (1) entirely of men or women, and (2) entirely of one race or ethnicity.
- Section 7.*** Liaison Members: JOAG shall have formal and informal liaisons who interact with the Office of the Surgeon General (OSG), the Division of Commissioned Corps Personnel and Readiness (DCCPR), categorical Professional Advisory Committee (PAC), the Office of Force Readiness and Deployment (OFRD) and the Minority Officer Liaison Committee (MOLC). Liaisons may be identified and selected, as needed, to address ad hoc issues of importance to the JOAG. The JOAG Chairperson shall assign one junior officer to serve as the JOAG liaison to each of these groups.
- Section 8.*** Ex-Officio Members (non-voting): The former JOAG Chair may serve 1 year as an Ex-Officio member, regardless of rank.
- Section 9.*** Senior JOAG Advisor: The Senior Officer Advisor to JOAG is an Ex-Officio member with a three-year term. The term shall be consistent with the JOAG voting member term. In the event of a discrepancy between the start of an incoming or the completion of an outgoing term of a Senior Advisor and the JOAG operational year, the Executive Committee shall have the power to extend or shorten a Senior Advisor's term (in conjunction with the Senior Advisor's willingness and ability to serve) as needed to best serve the interests of JOAG. The Senior Advisor must

demonstrate a willingness and ability to serve as needed to best address the interests of the JOAG.

The Senior Advisor must be an officer ranked 0-6 or above, can work for any agency, and is expected to be a consultant to JOAG, advising on JOAG-related issues, concerns, policies and procedures. The Senior Advisor may advocate for but does not officially represent JOAG.

JOAG shall review and discuss all application packets received by nominees for the position of Senior Advisor. Qualified nominees shall be interviewed by the JOAG membership and ranked in order of preference. JOAG shall provide to the Surgeon General or Deputy Surgeon General, a list of qualified candidates for final selection and appointment as Senior Advisor to JOAG.

Section 10. Role of JOAG Voting Members: Voting members consist of active duty officers who have been endorsed by their PAC as the official representative for their professional category, and who have been appointed in accordance with the process outlined in Article VI. Each voting member shall be a contributing, active participant of at least one JOAG committee, but may serve on as many committees as they wish. See Article V for JOAG Committees.

Section 11. Role of JOAG Nonvoting Members: Nonvoting members of JOAG consist of Junior Officers who are actively involved in the Group or in one of its committees but who have no voting status. Nonvoting members are encouraged to participate on at least one committee. A nonvoting member can serve as Co-Chair of a committee but not as Chair, until they attain voting status. Nonvoting members, when promoted, may continue to serve on a committee until the end of the term.

Section 12. Recognition of JOAG voting members: JOAG voting members are eligible for the PHS Special Assignment Award (SAA) as long as they meet the eligibility requirements as outlined in Commissioned Corps Policy, CC27.1.1 sec d.3 (See Awards Committee's SOP). The JOAG Senior Advisor, with concurrence from the JOAG Chair, may, at his/her discretion, nominate JOAG voting members for individual PHS awards, if deemed appropriate. (Also see Article V, Section 6).

ARTICLE IV

EXECUTIVE COMMITTEE / OFFICERS

Section 1. JOAG Executive Committee: The JOAG Executive Committee shall be comprised of a Chairperson (Chair), Vice-Chairperson (Vice-Chair), Chairperson-Elect (Chair-Elect), Executive Secretary and Financial Liaison. The Executive Committee shall facilitate the execution of the vision, mission, and objectives developed by the JOAG membership.

Section 2. Role of the JOAG Chairperson: The JOAG Chair facilitates, organizes, and maintains order in meetings of the Group and meetings of the Executive Committee. The Chair also acts as a liaison between the Group and the following entities: Agency representatives, Chief Professional Officers, the Chief Professional Officer Professional Advisory Committee, and the Office of the Surgeon General. The Chair may choose to delegate another Executive Committee member to participate as JOAG liaison to any professional advisory groups or committees listed above, or any additional group or committee. No Executive Committee member shall assign themselves as JOAG Liaison to any external professional advisory group or committee without approval from the Chair. The Chair shall cast a vote only in the event of a tie within voting members.

Section 3. Role of JOAG Vice-Chairperson: The role of the JOAG Vice-Chair includes; acting as Chair in their absence and acting as the official Executive Officer liaison to professional advisory groups and committees and other groups as assigned by the Chair. The Vice-Chair shall exercise all the rights and responsibilities that are granted to the Chair by the JOAG Charter and Bylaws in the absence of the Chair.

Section 4. Role of JOAG Chairperson-Elect: The Chair-Elect shall act as Chair in the absence of the Chair and Vice-Chair. The Chair-Elect shall exercise all the rights and responsibilities granted to the Chair by the JOAG Charter and Bylaws in the absence of the Chair and Vice-Chair. The Chair-Elect shall work closely with the Chair to keep abreast of the policies and procedures required to Chair the JOAG. Additionally, the Chair-Elect shall serve as the Chair of the Policy and Procedures Committee. In the event that the Chair-Elect holds the position of a JOAG PAC Liaison, the Chair-Elect shall relinquish his/her role as PAC Liaison and become an At-Large voting member at the beginning of his/her term as JOAG Chair.

Section 5. Role of the Executive Secretary: The role of the Executive Secretary include: informing the membership (via listserv or e-mail) of physical meeting locations and conference line information, establishment of an agenda in collaboration with the Chair and distribution of the agenda to members, preparation and distribution of minutes (one copy of approved minutes to the OSG), and maintenance of reports, attendance, and official documents.

Section 6. Role of the Financial Liaison: The role of the Financial Liaison includes: keeping the voting and general membership informed about JOAG financial matters and will act as a point of contact between JOAG and the Commissioned Officer Foundation (COF).

Section 7. Election and Term of Each Officer:

- A. *Chairperson:* The JOAG Chair shall be elected as the Chair-Elect in the year prior to serving as Chair. If the Chair-Elect is unable to progress to Chair, the JOAG may choose to elect a Chair without serving first as Chair-Elect. Alternately, the JOAG may choose to re-elect the term of an incumbent Chair if the Chair-Elect is unwilling or unable to progress to Chair in the subsequent

year. Under no circumstances will any Officer be allowed to serve more than two years as JOAG Chairperson. At the expiration of the Chair's membership term, the Chair may serve an additional year as an Ex-Officio member, regardless of rank.

- B. *Vice-Chairperson, Executive Secretary and Financial Liaison:* The JOAG Vice-Chair, Executive Secretary and Financial Liaison shall be elected by the voting membership and may serve a one-year term with the opportunity to be re-elected for 1 additional year.
- C. *Chairperson-Elect:* The JOAG Chair-Elect shall be elected by the voting membership. The Chair-Elect serves a two-year term (first year as Chair-Elect, the second as Chair). There is no re-election of the Chair-Elect position.

Section 8. Vacant Executive Committee position: In the event of a permanent, in-term Executive Committee vacancy, as a result of resignation or other unforeseen situations, then: 1) the position may remain vacant until the next regular election, or 2) the Chairperson may, at her or his discretion, appoint an alternate to ensure the duties of the vacant position are achieved. The appointed alternate will be a JOAG voting member.

In the event of a short-term vacancy, as a result of medical, maternity leave, work detail, deployment, or other reason, then: 1) the position may remain vacant until the Executive Committee member is available to return to their duties, or 2) the Chairperson may, at her or his discretion, appoint an interim alternate for the period of time necessary to ensure the duties of the vacant position are achieved. The appointment of the interim alternate will expire when the original Executive Committee member is available to return to their duties. The appointed alternate will be a JOAG voting member.

Section 9. Recognition of the JOAG Chair:
At the end of the JOAG operational year, the JOAG Senior Advisor shall nominate the outgoing Chair for a PHS-level award. (Also see Article V, Section 6)

Section 10. Removal of an Executive Committee Member:
Any member of the JOAG Executive Committee who is found to be neglectful of their duties as an Executive Committee member may be asked to resign or removed by a $\frac{3}{4}$ vote of the Voting Members. See Article IV, Sections 2-6 for description of duties. The JOAG Chair, in concert with the Executive Committee and in consultation with the Senior Advisor, shall make the final determination as to whether Executive Committee members have fulfilled their duties. The JOAG Chair, in concert with the Executive Committee and consultation with the Senior Advisor, may: 1) reassign the officer to another JOAG position; 2) request the resignation of the voting member; or 3) initiate a request to the Surgeon General to terminate said membership and so inform the Agency and CPO.

ARTICLE V

JOAG COMMITTEES

- Section 1.** Purpose: JOAG may form or dismantle committees based on the needs of the Group. Each committee shall define its specific mission(s) and abide by the committee's Standard Operating Procedures (SOP). The chairperson of the committee must be a JOAG voting member. Committee membership may include voting as well as non-voting JOAG members (active duty and/or reserve). Committee chairs must first request clearance, from the JOAG Executive Committee if a reservist member of the committee is to represent JOAG during a Commissioned Corps or civilian function. Committees shall report their findings, conclusions, and/or recommendations to the full JOAG when necessary and where appropriate. Each JOAG committee chair should provide the Executive Secretary with an electronic committee report within two (2) business days of presenting committee updates at a JOAG meeting.
- Section 2.** Appointment and Role of the Committee Chairperson (Chair): The Committee Chair must be a voting member and is the liaison between the voting membership and committee members. The Committee Chair shall be appointed by the JOAG Chair with input from the Executive Committee. The Committee Chair will follow the guidance of the JOAG voting members, comply with the Committee SOPs and provides leadership and direction to committee members in order to meet its specific goal and objectives. The JOAG Chair-Elect is the de facto Chair of the Policy and Procedures Committee.
- Section 3.** Appointment and Role of the Committee Co-Chairperson (Co-Chair): The committee co-chair may be a voting or nonvoting member and may be selected/assigned at the discretion of the JOAG Chair or committee chair, based on past performance. The role of the co-chair is to assist the chair in the performance of the committee goals. The co-chair should be familiar with the duties of the committee chair and act as chair in his/her absence. The co-chair shall exercise all the rights and responsibilities that are granted to the committee chair by the JOAG Charter and Bylaws in the absence of the chair.
- Section 4.** The JOAG shall have the following standing committees with respective missions (each mission may change with evolution of the JOAG):
- A. *Executive Committee*
Mission: To serve the general JOAG membership in the execution of the JOAG vision, mission, and objectives.
 - B. *Awards Committee*
Mission: To facilitate the awards process and recognize Junior Officers for their accomplishments and commitment to the mission of the PHS.
 - C. *COF Planning Committee*

Mission: To plan, organize and execute JOAG related events/activities, and facilitate Junior Officer involvement, in coordination and collaboration with other JOAG committee and the Commissioned Officers Foundation (COF), for the annual USPHS Scientific and Training Symposium.

D. *Communications and Publications Committee*

Mission: To facilitate the dissemination of Corps-related information to Junior Officers.

E. *Development Committee*

Mission: To develop, manage and promote activities related to COF-JOAG merchandise.

F. *Inter-Services Collaboration Committee*

Mission: To identify new ways for JOAG to get acquainted with our sister-services.

G. *Membership Committee*

Mission: 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.

H. *Policy and Procedures Committee*

Mission: To establish and update guidelines and operating procedures governing the Junior Officer Advisory Group.

I. *Professional Development Committee*

Mission: To identify issues, provide advice and guidance, and propose solutions to foster and promote Junior Officers as professional, proud, and principled Commissioned Corps Officers.

J. *Recruitment and Retention Committee*

Mission: To increase the number of Junior Officers in the United States Public Health Service Commissioned Corps.

K. *Welcoming Committee*

Mission: To provide and disseminate information to newly commissioned Junior Officers.

Section 5. Replacement: In situations where a Committee Chair is asked to resign, no longer meets OFRD basic readiness standards, or voluntarily resigns due to personal circumstances, the JOAG Chair, with input from the Executive Committee, may fill the vacancy from the pool of current voting members.

Section 6. Recognition of JOAG Committee Contributions and Participation: Officers may self-nominate and/or be nominated for JOAG-sponsored awards, including, but not limited to, the JOAG Junior Officer of the Year, JOAG Excellence Award, and

VADM Richard H. Carmona Inspiration Award. Recognition for individual contributions and participation in JOAG activities, committees and workgroups will be recognized with certificates and/or letters of appreciation as deemed appropriate by committee chairs. JOAG and its committee chairs and voting members do not nominate officers for Corps-level awards, such as PHS Unit Commendation, PHS Citation and PHS Achievement awards. However, accomplishments and activities with JOAG may be included in nominations for Corps-level awards submitted by an officer's supervisor or peers.

ARTICLE VI

NOMINATION PROCESS

- Section 1.** Solicitation: Annually, JOAG shall solicit applicants for voting membership through the JOAG listserv, Commissioned Officers Association (COA) Frontline, Commissioned Corps Management Information System (CCMIS) e-Bulletin, Category Professional Advisory Committee (PAC) Listservs, Minority Officer Liaison Council (MOLC), Agency/Operating Division (OPDIV) Liaisons, and other appropriate channels.
- Section 2.** Mechanism for Nomination: Prospective JOAG nominees may self-nominate or may be nominated by their respective Chief Professional Officers (CPO).
- A. All nominees shall at least provide the following information to the JOAG Membership Committee:
 - 1. One page summary sheet of current curriculum vitae;
 - 2. Membership profile form with responses to narrative questions;
 - 3. Memorandum of support from the supervisor acknowledging that the officer's involvement will require a commitment of time during regular duty hours;
 - B. Officers applying for a second term must resubmit the aforementioned information in Section A to be eligible for consideration.
 - C. Preference of membership shall be given to junior officers who have proven to be active participants in JOAG committees/workgroups and official meetings. Basic Readiness, as defined by the Office of Force Readiness and Deployment (OFRD), is a requirement for JOAG voting membership.
 - D. The Membership Committee will contact JOAG committee chairs and PAC committee chairs to verify the level of participation on committees that the applicant states in their nomination. Additionally, attendance record at JOAG general membership meetings will be verified with the JOAG Executive Secretary.

- E. The process for selection of the JOAG voting members will be outlined in the Membership Committee's Standard Operating Procedures (SOP). Neither the JOAG Chair nor Membership Committee Chair (nor voting member Co-Chair, if any) participates in voting membership selections. Additionally, any voting members applying for a second term shall not be eligible to participate in voting membership selections.
- F. The Membership Committee shall provide a list of the selected nominees to the JOAG Chair for approval. If approved, the Membership Committee Chair shall provide the names of selected officers to the appropriate CPO for endorsement of the officer representing his/her respective professional category. The Membership Committee will also seek Supervisory approval for those selected officers who have changed supervisors since the time of application/nomination.

Section 3. Following membership selections, the Membership Committee will submit its recommendations to the Executive Committee; the Executive Committee shall act upon the recommendations of the Membership Committee and will, by a majority vote, endorse the recommendations. The Executive Committee reserves the right to ask the Membership Committee to reconsider its recommendations if they do not reflect the professional, organizational and geographic diversity of JOAG as outlined in Article III. If endorsed by the Executive Committee, the Membership Committee shall then present its findings and recommendations regarding the selection of nominees to each nominee's respective CPO for endorsement. The Membership Committee will also seek Supervisory approval for those selected officers who have changed supervisors since the time of application/nomination. Upon CPO endorsement (and new supervisory approval if applicable), the JOAG Membership Committee, in coordination with the JOAG Chair, shall forward the membership selections to the Surgeon General for appointment. The process for submitting the final membership selection package to the Office of the Surgeon General will be outlined in the Membership Committee's SOP.

Section 4. All application packets, regardless of nomination mechanism, must be postmarked on or before June 30 of the term year.

Section 5. This nomination process shall be conducted so that the final nomination package is available for consideration by the Surgeon General no less than thirty (30) calendar days prior to the expiration of any regular term of membership.

ARTICLE VII

TERM OF APPOINTMENT FOR MEMBERS

Section 1. Initial Term: The term of appointment for a voting member shall be two years. Terms shall be staggered so that approximately one-half of the terms will expire annually. The JOAG operational year shall commence October 1.

- Section 2.** Term Extensions: If the election of a member to a JOAG executive position requires an extension beyond the officer's initial voting membership term, his/her term shall be automatically extended. The extension is dependent on the needs of the position (e.g., Chair-Elect (2 years), or Vice-Chair (1 year), and may be extended up to 2 years. Once a member has accumulated four years of service on the JOAG, he/she is not eligible for a term extension under any circumstance(s).
- Section 3.** Reappointment: A member completing his/her term on the JOAG is eligible for reappointment for one (1) additional two-year term, not to extend four years of service. Those seeking reappointment must reapply.
- Section 4.** Alternates: Each voting member shall appoint, and inform the Chairperson and Executive Secretary, a single individual who shall serve as his/her alternate. The alternate shall serve as an active non-voting member of JOAG, and be in compliance with OFRD standards for Basic Readiness. Alternates are not required to be of the same category or rank as the voting member. If an officer is unable to locate an alternate, the JOAG Chair shall assist in identifying a qualified alternate among active non-voting members.
- Section 5.** Proxy Voting: Voting members who are unable to secure an alternate to vote in their absence may vote by proxy. The member must submit, via fax or e-mail, a proxy form to the Chair prior to a JOAG meeting. The Chair may elect a voting member to vote on behalf of the absent member, who will cast two votes for that meeting only.
- Section 6.** Attendance & Absenteeism: Any JOAG voting member who misses three meetings in a year without just cause may, at the discretion of the JOAG, be asked to voluntarily resign from the JOAG.
- A. Voting members who are absent, but who have arranged for an alternate or proxy to attend a meeting in their place shall not have an unexcused absence levied against their attendance record ("absent with alternate", or AWA).
 - B. Members who have a work or personal emergency shall attempt to reach their alternate and leave a message for the Chair regarding their situation, and submit a proxy form ("approved absence", or AA).
 - C. Members who do not make such arrangements as those mentioned above shall have an unexcused absence levied against their attendance record ("unapproved absence", or UA), which shall count toward their removal from JOAG.
 - D. Officers who, due to unforeseen circumstances or emergencies, are unable to make contact with the Chair, may have their absence excused after discussing the situation with the Chair.

Section 7. Removal: The JOAG Chair, in concert with the Executive Committee and consultation with the Senior Advisor, shall have the option to remove or request the resignation of voting members who are unable to fulfill their duties for at least three (3) months, due to personal injury or other unforeseen circumstances. The JOAG Chair, in concert with the Executive Committee and consultation with the Senior Advisor, shall make the final determination as to whether voting members have fulfilled their duties. See Article III, Section 10 and Article VII Section 6 for description of duties. The Surgeon General and the officer's respective CPO and supervisor will be notified of the officer's dismissal or resignation from the JOAG.

Section 8. Replacement: In the event of a permanent, voting member vacancy due to a JOAG voting member being asked to resign, or voluntarily resigns due to personal circumstances, (including but not limited to personal injury or other unforeseen circumstances) the JOAG Membership Committee, by direction and at the discretion of the Executive Committee, may fill the membership vacancy from the pool of most recent qualified applicants. Alternatively, the position may remain vacant until the next regular election.

In the event of a short-term vacancy of three (3) months or more, as a result of medical, maternity leave, work detail, deployment, or other reason, then: 1) the position may remain vacant until the voting member is available to return to their duties, or 2) the Co-Chair, or alternate if no Co-Chair is designated, as outlined in Article VII, Section 4, shall perform the duties until the original voting member is available to return to their duties as Chair.

ARTICLE VIII

OPERATIONS AND PROCEDURES

Section 1. JOAG operational year shall commence October 1.

Section 2. Frequency of Meetings: JOAG meetings shall be held at least once per quarter; however, monthly meetings are recommended.

Section 3. Agenda: A meeting agenda, with appropriate background material, shall be made available to the members prior to each meeting. The agenda of each meeting shall be posted to the JOAG ListServ at least one week in advance of the official JOAG meeting.

Section 4. Records and Reporting:

A. The Executive Secretary shall prepare the meeting minutes.

B. Minutes of each JOAG meeting shall be reviewed and discussed by the JOAG membership at the beginning of each subsequent meeting. If no errors or

omissions are found, the membership shall vote to approve the minutes as record. If errors are found, then the membership may conditionally approve the minutes, subject to the noted corrections, or the minutes may be corrected and presented at the next meeting.

- C. Draft minutes and reports of the JOAG shall be distributed at least one week prior to each JOAG meeting.
- D. JOAG shall maintain a permanent file of the official minutes and reports. Each Executive Secretary shall create an electronic archive of all meeting agendas and minutes and shall forward the electronic archive to the succeeding Executive Secretary at the end of their term. Each Executive Secretary is encouraged to make two (2) copies of all files at the end of their term, one would serve as a backup file.

Section 5. Quorum: A quorum consists of 50 percent of the JOAG's voting membership. An alternate member attending in lieu of the member shall be counted in determining the quorum requirement.

Section 6. Voting: Voting or other appropriate action shall be determined by the simple majority of those voting members present. A quorum is required for matters requiring a vote and would be postponed if not achieved. Voting may be by roll call, voice vote, or e-mail. The Chair shall cast a vote only in the event of a tie within voting members.

Section 7. Reporting to the JOAG and PACs: JOAG shall have a liaison with the Surgeon General Professional Advisory Group (SGPAC), the Office of Commissioned Corps Operations (OCCO), the Office of Commissioned Corps Force Management (OCCFM) the CPO/PAC Chairs Committee, each categorical Professional Advisory Committee (PAC), the Office of Force Readiness and Deployment (OFRD), the Associate Recruiter Program (ARP), and the Minority Officer Liaison Committee (MOLC). The need for other liaisons may be identified, as needed, by JOAG over time. JOAG members shall be assigned as a liaison by the JOAG Chair.

Section 8. Charter Update and Approval:

- A. Modifications to the Charter require the review and approval of the Surgeon General.
- B. The JOAG is required to review and update its Charter every three years with appropriate changes/additions.

Section 9. Bylaws Update and Approval:

- A. The Group must formally review and ratify these Bylaws once every three years.

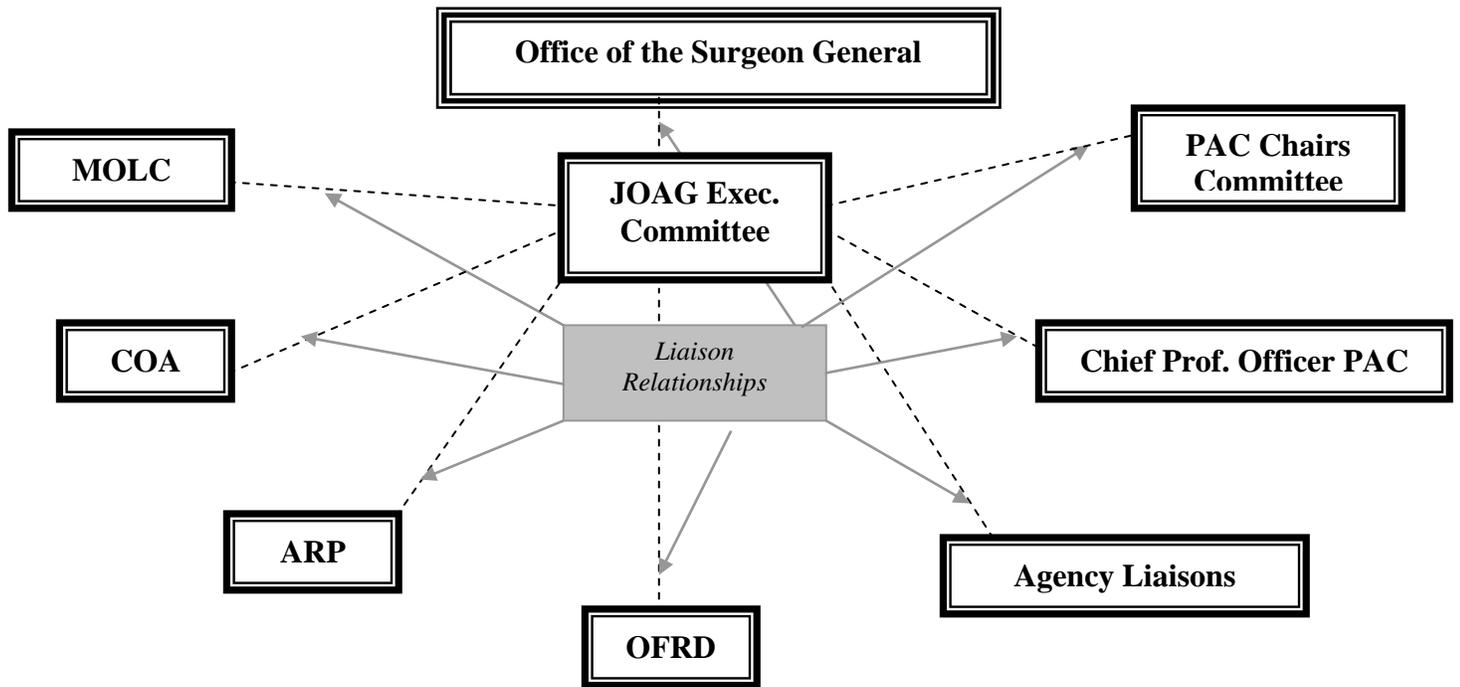
- B. These Bylaws have been ratified by a quorum of the voting membership on **30 September 2010.**

Section 10. Strategic Plan:

- A. The JOAG Strategic Plan for 2007 to 2012 has been adopted by the voting members.
- B. The Strategic Plan is not intended to be static but meant to be fluid. The plan should be updated whenever challenges change.
- C. A new Strategic Plan should be adopted no later than December 31, 2012.

Section 11. Rules of Order: JOAG shall conduct meetings of the general body in a manner that gives members a formal opportunity to discuss, debate, and vote on issues of concern brought before it. Robert's Rules of Order or an appropriate simplification of the standard shall be followed.

Figure 1 – JOAG External Relationships



Note: other liaisons will be added as needed.

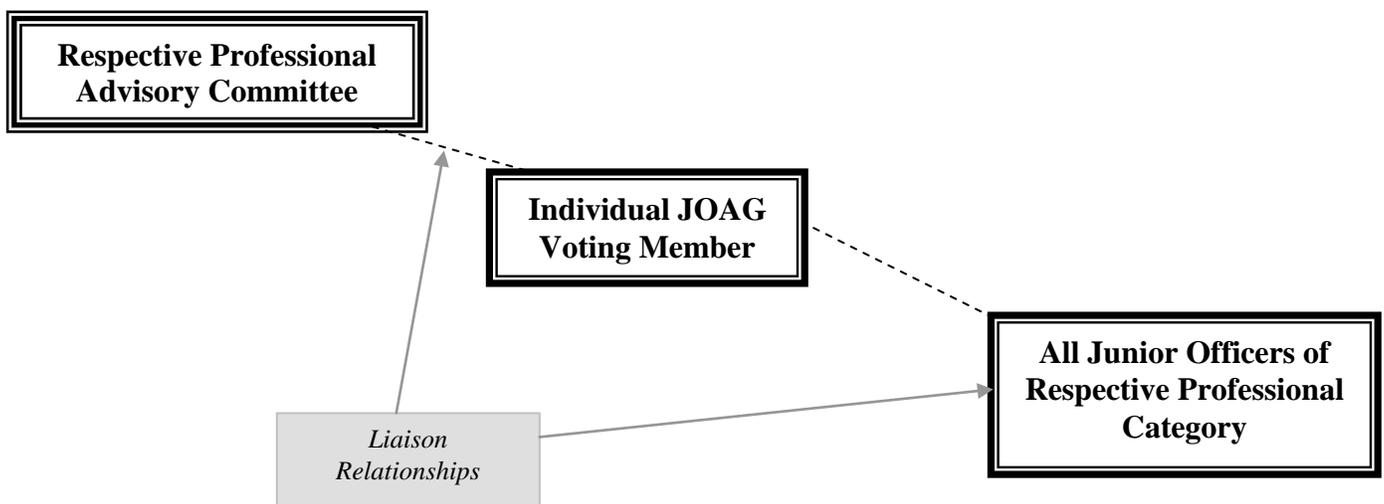
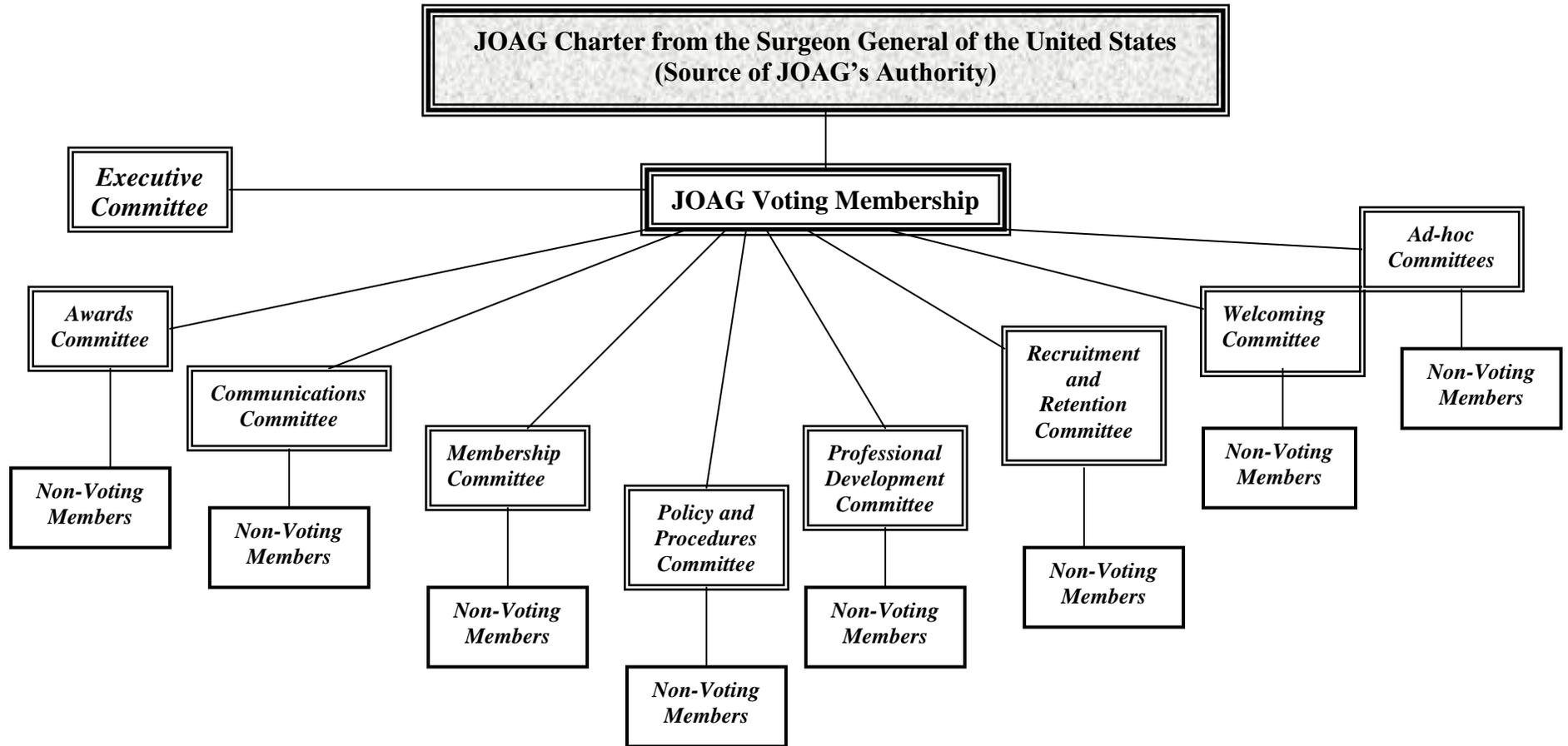


Figure 2 – JOAG Internal Organizational Chart





Junior Officer Advisory Group

PROXY FORM

KNOW ALL those present, that I, the undersigned member of the Junior Officer Advisory Group (JOAG), hereby constitute and appoint _____ my true and lawful attorney, agent, and proxy at the meeting of the JOAG to be held via teleconferencing links on _____, _____ at _____ Eastern Time (week day) (date, month, year) (time) and at any adjournment of said meeting, for me and in the transaction of such business as may come before said meeting, as fully as I could do if personally present.

Date: _____

Print Name: _____

Signature: _____