

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

**2012 Call for Nominations**

**Nomination Deadline: Friday, March 16, 2012**

The Junior Officer Advisory Group (JOAG) is requesting nominations for three awards to be presented at the annual USPHS Scientific and Training Symposium to be held at the University of Maryland, College Park in the Washington, DC metropolitan area June 19-21, 2012.

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

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

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

If you know any outstanding officers deserving the recognition of these awards, please see the JOAG Awards website at [http://www.usphs.gov/corpslinks/joag/index\\_files/Awards.htm](http://www.usphs.gov/corpslinks/joag/index_files/Awards.htm) or the attached documents for details. You can also contact one of the JOAG Awards Committee Co-Chairs, LCDR Liatte Krueger at [liatte.krueger@fda.hhs.gov](mailto:liatte.krueger@fda.hhs.gov) or LCDR Benjamin Chadwick at [benjamin.chadwick@ihs.gov](mailto:benjamin.chadwick@ihs.gov), or one of the JOAG Award Leads listed below for nomination details. Nominations are due to the appropriate JOAG Award Lead listed below no later than COB on **Friday, March 16, 2012.**

Send nominations or questions for the **Junior Officer of the Year Award** to:

**LT Sara Azimi-Bolourian**

Email: [sara.azimi-bolourian@samhsa.hhs.gov](mailto:sara.azimi-bolourian@samhsa.hhs.gov); Phone: 240-276-2708

Send nominations or questions for the **JOAG Excellence Award** to:

**LCDR Adora Ndu**

Email: [adora.ndu@fda.hhs.gov](mailto:adora.ndu@fda.hhs.gov); Phone: 301-796-5114

Send nominations or questions for the **VADM Richard H. Carmona Inspiration Award** to:

**LCDR Anne Marie Bott**

Email: [ambott@anthc.org](mailto:ambott@anthc.org); Phone: 907-729-2143

## JOAG Junior Officer of the Year Award 2012 Award Requirements

### *Purpose*

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

### *Criteria*

- Nominee must be an active duty USPHS Commissioned Corps officer, O-4 or below.
- Nominee cannot be a JOAG Awards Committee Award Lead, De-identifier, or Reviewer for the Junior Officer of the Year Award.
- Criteria are further elaborated in the narrative instructions below and *Companion Document* attached.
- Primary emphasis of the narrative must be on activities and accomplishments over the past 12-18 months.

### *Nomination Package*

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

### *Narrative Instructions*

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

### Narrative Questions

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

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

### *Selection and Award*

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

### *Nomination Submission*

- Nominations are due via email by COB on **Friday, March 16, 2012**
- Send complete nomination package or questions for the Junior Officer of the Year Award to:

**LT Sara Azimi-Bolourian**

Email: [sara.azimi-bolourian@samhsa.hhs.gov](mailto:sara.azimi-bolourian@samhsa.hhs.gov)

Phone: 240-276-2708

**JOAG Junior Officer of the Year Award  
2012 Nomination Form**

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

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

**About Nominee:**

Name of Nominee: \_\_\_\_\_ Rank: \_\_\_\_\_

PHS#: \_\_\_\_\_ Category: \_\_\_\_\_ Agency/OPDIV: \_\_\_\_\_

Job Title: \_\_\_\_\_

Work Address: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Email: \_\_\_\_\_

**About Nominator:**

Name of Nominator (include rank if applicable): \_\_\_\_\_

E-mail Address of Nominator: \_\_\_\_\_

Relationship to Nominee: \_\_\_\_\_

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

Name of Immediate Supervisor (include rank if applicable): \_\_\_\_\_

E-mail Address of Supervisor: \_\_\_\_\_

Signature of Supervisor: \_\_\_\_\_

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

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

## **JOAG Junior Officer of the Year Award 2012 Companion Document**

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

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

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

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

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

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

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

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

This question refers to the officer's demonstrated leadership within his or her Agency/OPDIV, with emphasis on the officer's specialty field or category. This question can also refer to the officer's

leadership as a representative of his or her category OUTSIDE of his/her Agency/OPDIV, as well as participating in other Commissioned Corps activities (e.g. deployments) or exhibiting leadership in the community or in professional organizations. The following questions may be considered when preparing the response to this question:

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

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

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

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

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

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

I. New Ideas – innovation

- Introduced new ideas, goods, services, and practices.

- Created and/or led implementation of a new way of accomplishing work (e.g. a clinical procedure, improved administrative efficiency, new methodology, or new design).
- Made a groundbreaking discovery.

II. Filling Gaps – addressing a deficiency

- Filled gaps in program by addressing issues not receiving sufficient attention.
- Started a program (e.g. prevention program) in an Agency/OPDIV or location where one did not exist previously.
- Played a critical role in ensuring the needs of neglected populations are addressed.
- Performed unique work toward preparedness and response efforts for populations in respective Agency/OPDIV.

III. Breaking through barriers – addressing objects, ideas, practices, attitudes, structures, systems, etc. that prevent or discourage action or progress

- Developed policy, design, or procedure as a means for change in practices and/or systems.
- Created opportunities for progress or access (e.g. access to care, addressed linguistic and cultural barriers).
- Led strategic change (e.g. institutional change, improved partnerships and communication).
- Developed procedures and/or practices that address disparities.

## **JOAG Excellence Award 2012 Award Requirements**

### ***Purpose***

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

### ***Criteria***

- Nominee must be a USPHS Commissioned Corps officer, O-4 or below who is currently a non-voting, active committee or workgroup participant in JOAG.
- Nominee cannot be a voting member of JOAG or a JOAG Awards Committee Award Lead, De-identifier, or Reviewer for the JOAG Excellence Award.
- Criteria are further elaborated in the narrative instructions below and ***Companion Document*** attached.
- Primary emphasis of the narrative must be on activities and accomplishments over the past 12-18 months.

### ***Nomination Package***

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

### ***Narrative Instructions***

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

### **Narrative Questions**

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

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

### ***Selection and Award***

- The JOAG Awards Committee will score the award nominations based on the narrative responses to the questions, with each narrative response receiving equal weight. The

committee will then make the final selection and forward the officer's name to the JOAG Executive Committee for final approval.

- Once the awardee is selected, the awardee and nominator will be notified and the award will be presented at the annual USPHS Scientific and Training Symposium.
- The award will consist of a plaque and a certificate.

***Nomination Submission***

- Nominations are due via email by COB on **Friday, March 16, 2012**.
- Send complete nomination package or questions for the JOAG Excellence Award to:

**LT Adora Ndu**

Email: [adora.ndu@fda.hhs.gov](mailto:adora.ndu@fda.hhs.gov)

Phone: 301-796-5114

**JOAG Excellence Award  
2012 Nomination Form**

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

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

**About Nominee:**

Name of Nominee: \_\_\_\_\_ Rank: \_\_\_\_\_

PHS#: \_\_\_\_\_ Category: \_\_\_\_\_ Agency/OPDIV: \_\_\_\_\_

Job Title: \_\_\_\_\_

Work Address: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Email: \_\_\_\_\_

**About Nominator:**

Name of Nominator (include rank if applicable): \_\_\_\_\_

E-mail Address of Nominator: \_\_\_\_\_

Relationship to Nominee: \_\_\_\_\_

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

## **JOAG Excellence Award 2012 Companion Document**

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

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

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

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

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

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

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

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

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

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

**Question 3: How has the officer demonstrated leadership?**

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

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

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

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

## **JOAG VADM RICHARD H. CARMONA INSPIRATION AWARD 2012 AWARD REQUIREMENTS**

### ***Purpose***

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

### ***Criteria***

- Nominee must be an active duty or retired USPHS Commissioned Corps officer, O-5 or above.
- Criteria are further elaborated in the narrative instructions below and ***Companion Document*** attached.

### ***Nomination Package***

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

### ***Narrative Instructions***

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

### **Narrative Questions**

Using the VADM Richard H. Carmona Inspiration Award ***Companion Document*** as a guide, please provide a supportive narrative that answers the following three questions:

1. What specific support did the nominee provide to you as a junior officer to help you gain understanding of and develop within the Commissioned Corps?
2. What impact has the mentorship of the nominee had on you and your career development? How has the nominee inspired you?
3. What are the nominee's contributions and accomplishments in terms of officership and leadership and how have they influenced you?

### *Selection and Award*

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

### *Nomination Submission*

- Nominations are due via email by COB on **Friday, March 16, 2012**
- Send complete nomination package or questions for the VADM Richard H. Carmona Inspiration Award to:

**LCDR Anne Marie Bott**

Email: [ambott@anthc.org](mailto:ambott@anthc.org)

Phone: 907-729-2143

**JOAG VADM Richard H. Carmona Inspiration Award  
2012 Nomination Form**

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

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

**About Nominee:**

Name of Nominee: \_\_\_\_\_ Rank: \_\_\_\_\_

PHS#: \_\_\_\_\_ Category: \_\_\_\_\_ Agency/OPDIV: \_\_\_\_\_

Job Title: \_\_\_\_\_

Work Address: \_\_\_\_\_

Work Phone: \_\_\_\_\_ Email: \_\_\_\_\_

**About Nominator:**

Name of Nominator (include rank if applicable): \_\_\_\_\_

E-mail Address of Nominator: \_\_\_\_\_

Relationship to Nominee: \_\_\_\_\_

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

## **JOAG VADM Richard H. Carmona Inspiration Award 2012 Companion Document**

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

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

### **Question 1: What specific support did the nominee provide to you as a junior officer to help you gain understanding of and develop within the Commissioned Corps?**

Responses to this question should refer to how the nominee helped you gain understanding of and develop within the Commissioned Corps. The criteria below are provided as some examples of this type of support.

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

### **Question 2: What impact has the mentorship of the nominee had on you and your career development? How has the nominee inspired you?**

Responses to this question should refer to the nominee's mentorship to the junior officer in regards to duties, professional conduct, and career development. Responses to this question also provide you with an opportunity to explain how the nominee has inspired you. This question need not rely solely on measurable, objective criteria, but rather is an opportunity for you to tell us, in your own words, how this officer has inspired you.

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

### **Question 3: What are the nominee's contributions and accomplishments in terms of officership and leadership and how have they influenced you?**

Responses to this question should refer to the nominee's officership and leadership and how he or she has set an example for you and other junior officers through outstanding officership and leadership. Responses to this question should provide other specific examples of the nominee's officership and leadership and their impact on you.

Officership can be defined as the commitment to the profession of being an officer in the Commissioned Corps. Officership encompasses all activities that contribute to the advancement, well-being, and positive image of the Commissioned Corps. Such activities display the highest values of public service and professionalism and as such give credit to the Commissioned Corps. Here are some example activities or other measures of officership:

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

Leadership may refer to his or her leadership on a departmental issue, leadership of a larger group of officers, leadership within or outside of Commissioned Corps activities, or any other aspects of the nominee's leadership you feel have not been adequately covered with the previous questions. The senior officer's leadership impact shall ultimately contribute toward the effectiveness and success of a junior officer. Outstanding leaders display a high degree of faith in themselves and in the attainment of the USPHS vision they articulate.