

Commissioned Corps of the United States Public Health Service

Junior Officer Advisory Group

STRATEGIC PLAN

2007 – 2012

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INTRODUCTION BY THE JOAG CHAIR AND CHAIR-ELECT

As the current Junior Officer Advisory Group (JOAG) Chair and Chair-Elect, it is our pleasure to present the JOAG Strategic Plan for 2007-2012. This plan is the result of many hours of discussion and input by the JOAG Executive Committee, voting members, and general membership.

This plan was conceived during the 5th anniversary of JOAG in 2006. Prior to and since the inception of JOAG, dedicated officers have committed themselves to the success of this organization. As we pass this milestone, the development of this Strategic Plan has allowed us to stop and reflect on the mission and purpose of JOAG and our effect on individual United States Public Health Service (USPHS) junior officers. This plan is the result of our contemplation on the direction of JOAG and our support of the USPHS and its officers. We fully expect that the goals outlined in this Strategic Plan will carry JOAG well beyond 2012, and we hope that future JOAG leadership will build upon these as our organization continues to grow and evolve.

The JOAG mission 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 USPHS Commissioned Corps. JOAG strives to provide an environment in which elected leadership and general membership will be fostered and provided the opportunity to develop as junior leaders and mentors. We also promote opportunities that enhance junior officer professional development.

The USPHS Commissioned Corps will be faced with significant challenges in the coming years. Although we cannot anticipate all the challenges we will face, our vested interest is to prepare this organization and assist junior officers in meeting these challenges.

This Strategic Plan is dedicated to each junior officer and our wish for their continued success and that of the organization we serve.

LCDR Thomas Pryor
Chair, JOAG

LCDR Aimee Treffeletti
Chair-Elect, JOAG

PREFACE

This Strategic Plan provides both broad and specific goals and objectives. It is our intent to provide JOAG with a plan to guide us into the future. This plan will be for the years 2007 to 2012. The plan is not intended to be static, but meant to be fluid. For JOAG to be a viable organization, we must be able to identify and provide junior officers with opportunities to assist the Surgeon General and related groups in their efforts to meet future challenges. This Strategic Plan will be updated, whenever the challenges we face change. By remaining fluid we intend to provide junior officers with the information and tools necessary to meet our future head on.

MISSION AND VISION STATEMENTS

JOAG'S Mission

Our mission 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 USPHS Commissioned Corps.

JOAG'S Vision

To cultivate an environment that facilitates the growth and development of the junior officers of today, who will be the senior officers and leaders of tomorrow.

ORGANIZATION HISTORY AND PROFILE

History

In 1999, Leadership of the Corps recognized the need to obtain information regarding issues of importance to junior officers pertaining to policy and career development. RADM Blackwell met with selected junior officers and formalized the Junior Officer Ad Hoc Advisory Group.

JOAG was officially chartered by then Surgeon General, VADM Satcher, on December 7, 2001. JOAG was a grass roots organization with no budget. Most budget items were contributed individually by members through their OPDIVS or Categories.

There are currently 20 voting members representing each category within the USPHS.

Relationship of JOAG to the USPHS

JOAG provides advice and consultation to the Surgeon General, Chief Professional Officers (CPOs), Professional Advisory Committees (PACs), the Commissioned Officers Association (COA), and other Commissioned Corps groups on issues relating to professional practice and personnel activities affecting junior officers in the USPHS Commissioned Corps. JOAG members are selected from each of the USPHS categories, and represent junior officers of all categories, USPHS agencies, and those non-USPHS programs routinely staffed by Commissioned Corps personnel. JOAG consists of knowledgeable professionals who represent a cross section of interests, concerns, and responsibilities of junior officers in all categories and organizations staffed by Commissioned Corps personnel.

STRATEGIC GOALS

1. Facilitate collaboration and relationship-building with the SG, CPOs, PACs and other USPHS Organizations.
2. Promote officership and provide professional development opportunities to junior officers.
3. Foster leadership development in both the elected and general membership.
4. Create a dynamic communication process that provides relevant and timely information both within the USPHS chain-of-command and with professional organizations outside the USPHS.

STRATEGIC OBJECTIVES

Each committee and workgroup within JOAG has an overall responsibility for moving the organization towards achieving our mission and vision.

Goal 1: Facilitate collaboration and relationship-building with the SG, CPOs, PACs and other USPHS Organizations.

Objectives	Committee(s)/Workgroup(s)
1. Support the Surgeon General’s vision of a transformed USPHS Commissioned Corps.	
2. Act as a liaison between the Office of the Surgeon General (OSG) and junior officers.	
3. Provide advice and consultation to Corps leadership on issues relating to professional practice and personnel Corps activities.	
4. Continue to strengthen JOAG’s identity with the PACs and Corps leadership, and actively promote collaboration with other organizations.	
5. Promote collaboration between junior and senior officers throughout the USPHS.	
6. Explore mutually advantageous membership partnerships with similar organizations (COA, ROA, MOAA, etc.) and other uniformed services.	
7. Increase visibility of the Commissioned Corps.	

Goal 2: Promote officership and provide professional development opportunities to junior officers.

Objectives	Committee(s)/Workgroup(s)
1. Promote opportunities that enhance junior officer professional development within both the voting and general memberships.	
2. Develop a cadre of junior officers available to serve on Committees.	
3. Expand junior officer participation in the USPHS Scientific and Training Symposium while maintaining a core focus on the USPHS Commissioned Corps and JOAG.	
4. Use annual USPHS Scientific and Training Symposium to promote JOAG visibility and	

membership.	
5. In conjunction with the COA, explore establishing a continuing education program addressing relevant and topical issues targeted to junior officers, which is transportable to local COA branches.	
6. Assist in the recruitment, selection and assignment of new Commissioned Corps officers.	
7. Continue to recognize junior officer excellence, commitment and accomplishments both formally through awards, letters, and certificates, and informally at meetings.	
8. Develop programs and projects that have positive impacts on the Commissioned Corps and promote junior officer professional development.	

Goal 3: Foster leadership development in both the elected and general membership.

Objectives	Committee(s)/Workgroup(s)
1. Continue to provide an environment in which the elected leadership will be fostered and provided the opportunity to develop as junior leaders.	
2. Encourage all members of the elected JOAG leadership to mentor and provide leadership opportunities to the general membership.	
3. Develop and maintain an effective, active, and informed voting membership, whose governance and support roles help the fulfillment of the JOAG mission.	
4. Increase effectiveness of JOAG by defining and assessing committee and workgroup goals.	
5. Diversify the JOAG voting membership so it accurately reflects all junior officer stakeholders.	
6. Increase the JOAG general membership and participation through committee/workgroup involvement and listserv subscriptions.	
7. Assist new members in understanding the nomination, appointment, and committee process outlined in the JOAG bylaws.	

Goal 4: Create a dynamic communication process that provides relevant and timely information both within the USPHS chain-of-command and with professional organizations outside the USPHS.

Objectives	Committee(s)/Workgroup(s)
1. Provide members with the most current USPHS-related information.	
2. Enhance the website as a tool for communication of current USPHS information.	
3. Develop a website methodology for junior officers to ask questions and communicate concerns with other junior officers.	
4. Provide information to junior officers concerning USPHS expectations and how those tasks can be accomplished.	
5. Streamline mass e-mail listserv capability.	
6. Seek opportunities to submit articles in professional publications highlighting the activities, accomplishments and issues facing junior officers.	

APPENDIX

JOAG Committees

Awards -	To facilitate the awards process and recognize Junior Officers for their accomplishments and commitment to the mission of the USPHS.
Communications -	To facilitate the dissemination of Corps related information to Junior Officers.
COF Planning -	To plan, organize and execute JOAG related events/activities and facilitate junior officer involvement, in coordination and collaboration with the Commissioned Officers Foundation (COF), for the annual United States Public Health Service (USPHS) Scientific and Training Symposium.
Executive -	To oversee the function of JOAG, conduct monthly meetings and produce minutes, provide liaisons to CPO/PAC Chairs, COA Board, and Senior Leadership.
Policy/Procedure -	To establish guidelines and operating procedures governing the Junior Officer Advisory Group.
Professional Development -	To identify issues, provide advice and guidance, and propose solutions to foster and promote Junior Officers as professional, proud, and principled Commissioned Corps Officers.
Recruitment/Retention -	To increase the number of Junior Officers in the United States Public Health Service Commissioned Corps.
Welcoming -	To provide and disseminate information to newly commissioned Junior Officers.

JOAG Workgroups

Inter-services –	To promote visibility, collaboration and communication with junior officers in the sister services.
Development -	