

Bylaws of the
U.S. Public Health Service
Dental Professional Advisory Committee (DePAC)

January 2014

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I. Mission

The mission of the Dental Professional Advisory Committee is to provide oversight and guidance on policy and other activities of the Dental Category of the U.S. Public Health Service in support of the Chief Professional Officer.

The purpose of these bylaws are to supplement the Dental Professional Advisory Committee (DePAC) Charter by providing specific and detailed information on the duties and responsibilities for the executive positions of the DePAC including the Subcommittee and Workgroup Chairs, and expound on the operations and procedures currently employed by the DePAC. As such, the bylaws define the standard operating procedures of the DePAC.

II. Governing Body

Pursuant to the DePAC Charter (Section V - Membership; [3]), the DePAC elects new members each year to bring membership to no more than eighteen voting members. The duties of the DePAC shall be to provide leadership that ensures timely completion of the responsibilities listed in the DePAC Charter and to recommend to the Chief Dental Officer and the Dental Category the strategies and actions which address issues that affect the professional careers of USPHS Dental Officers.

A. Officers of the DePAC

1. Chairperson
2. Vice Chairperson
3. Executive Secretary
4. Executive Committee
5. Subcommittee Chairs
6. Workgroup Chairs

B. Election and Appointment Process

1. Chairperson / Vice Chairperson:

- The current Vice Chair requests nominations and self-nominations for the upcoming Vice Chair position in November. Prospective candidates must be starting their second year of membership of the year they will be elected Vice Chair. A third year member may also seek the Vice Chair position if they will be serving a second consecutive term on the DePAC.
- Candidates provide the Vice Chair with a statement of intent that is distributed to members.
- Voting is accomplished electronically in November under the aegis of the current Vice Chair prior to the last DePAC meeting of the year. The Vice Chair will not

vote during this selection except in the event of a tie.

- The Vice Chair will, upon completion of his/her term, assume the position of the Chairperson for the following term.
- It is inherent in the position of the Chairperson to mentor the Vice Chairperson regarding the roles and responsibilities of the Chair position.

2. Executive Secretary

- The Executive Secretary will provide secretarial support for the Executive Committee and document minutes of the discussion and presence/absence of the DePAC members.
- The Chairperson at his/her discretion may solicit a candidate for the Executive Secretary position by the following methods:
 1. Request a volunteer from the first year DePAC members.
 2. Assign the position to a first year DePAC member for a one-year term.
 3. Rotate the position among all first-year DePAC members.
 4. Request a volunteer candidate from the Dental Category of the USPHS via the Dental Bulletin Board and agency contacts. Note: If the Executive Secretary is selected from outside the current DePAC membership, the Executive Secretary, pursuant to the DePAC Charter, will be an ex officio member of the DePAC.

3. Executive Committee

- The DePAC Executive Committee shall consist of the duly elected Chair, Vice-Chair, Immediate Past Chair, the Executive Secretary and the CDO.
- The voting members of the Executive Committee shall be the Chair, Vice-Chair, and the Immediate Past Chair, if eligible (must not have exceeded 6 years of PAC membership; if the Immediate Past Chair has served 6 years on DePAC, then they will serve in an ex-officio role on the Executive Committee). The Executive Secretary may participate in the sessions of the Committee and shall record all minutes of the proceedings.

4. DePAC Subcommittees

- Career Development Subcommittee
- Operations Subcommittee
- Minority Issues Subcommittee (MIS)
- Women's Issues Subcommittee (WIS)
- All subcommittee chairs are selected from DePAC membership and solicitations of those interested are requested by the Chair of the DePAC at the end of each year or if a vacant position occurs. Final selections are made by the Chair and the Vice-Chair in consultation with the Chief Dental Officer.

C. Duties of Committee Officers

1. Duties of DePAC Chair

- The incoming Chair will develop a strategic plan and vision for their term and establish goals with time frames so that the members of the DePAC will have a common vision and plan. Many of these visions and goals will be ongoing from prior years and will evolve as needed to achieve the current mission of the Commission Corps.
- The Chair will attend meetings related to the:
 1. Dental Professional Advisory Committee (DePAC)
 - Plan meeting schedule- dates, frequency, location
 - Arrange for remote conferencing capabilities
 - Develop meeting agenda with input from the Executive Committee
 - Arrange for distribution of agenda and component reports
 - Convene DePAC meeting, assuring a quorum (50% of voting members)
 - Manage meeting with completion of agenda and fairness in time distribution of discussions in mind
 - Assign tasks identified during meeting to individuals on PAC for completion
 - Adjourn meeting/set next meeting date & time
 2. Surgeon General's Policy Advisory Council (SG-PAC)
 - Attend SG-PAC meeting, keep notes of meeting for clarification or comparison with notes taken by Chief Dental Officer
 - Represent views of Dental Category if necessary
 - Report DePAC activities as necessary
 - Represent Dental Category in absence of CDO as necessary
 - Report proceedings of CPO PAC to DePAC as necessary
 3. Professional Advisory Committee Chairs' Group (PAC Chairs' Group)
 - Represent Dental Category/DePAC in discussion and study of issues
 - Participate in ad-hoc and work groups as necessary
 - Report proceedings to DePAC as necessary
 4. Oral Health Coordinating Committee (OHCC)
 - Attend quarterly meetings as requested by CDO
 - Report DePAC issues to OHCC as necessary
 - Report OHCC issues back to DePAC as necessary
- Other duties of the DePAC Chair
 1. Become familiar with DePAC Charter and PAC Maintenance Agreement to be sure that policies are being followed
 2. Participate in strategic planning/goal setting and direction of DePAC with CDO, Vice-Chair and other leadership

3. Assign sub-committee and work group chair positions with input from Vice-Chair
4. Complete correspondence for CDO as necessary
5. Contribute as needed/requested to Dental Category Newsletter
6. Coordinate with Vice-Chair and other leadership to assure that assigned tasks are being completed
7. Follow-up membership, award, charter update and other deadlines to assure that time constraints for reports/action are being met
8. Maintain open communication with DePAC membership
9. Participate in Dental Category and non-category related task force/ work group assignments as needed
10. Maintain open communication with other PAC Chairs to determine which cross-category issues should be discussed/pursued

2. Duties of the Vice Chair

- Meeting Related:
 1. Assists the Chair in planning and coordination of monthly meetings.
 2. Records Action Items of each meeting and repeats the Action Items to DePAC members at the end of the meeting.
 3. Represents the DePAC on ad hoc committees and reports relevant updates as appropriate.
- Other duties of the DePAC Vice-Chair:
 1. Assists the Chair in all functions assigned or requested.
 2. Assumes all duties of Chair when requested or as circumstances warrant.
 3. Represents the DePAC at all assigned ad hoc workgroups.
 4. Oversees the By-Laws and coordinates its amendment as detailed by the DePAC.
 5. Assists and guides subcommittee and workgroup chairs in carrying out their respective functions.
 6. Represents the Dental Category in a liaison role networking with other category representatives, other Federal and professional organizations and boards.

3. Duties of the Executive Committee

- The Executive Committee shall exercise all powers of the DePAC between the meetings of said DePAC with the following exceptions:
 1. The Executive Committee shall not have authority to make, alter, or amend the Bylaws.
 2. The Executive Committee shall not have the power to fill vacancies in its own membership.
- The Executive Committee shall meet at stated times or on notice by any of its members. Meetings will be held in person, by telephone, or electronically. Further, the Executive Committee may conduct business by mail, fax, internet, or other electronic means. A majority of the Executive Committee membership shall

constitute a quorum and decisions shall be made by majority vote.

- The Executive Committee shall keep regular minutes of its proceedings and report the same to the DePAC. Its functions will include:
 1. Meet and discuss issues of urgent concern on behalf of the DePAC when the full membership is unable to convene.
 - a. Set agenda and review studies of workgroups.
 - b. Serve as the leadership advisor for all workgroups.

4. Duties of the Career Development Subcommittee Chairperson

- Oversight of the Billets, Membership, Mentoring, and Recruitment/Retention/Appointment Workgroups.
- Coordination and communication with agency liaisons with respect to career development issues and the Career Development Resource Guide.
- Distribution of the Career Development Resource Guide and quarterly updating of this guide to ensure accuracy of links, points of contact and other content.

5. Duties of the Operations Subcommittee Chair

- Oversight of the following workgroups: Awards, OFRD, and Communications, and Informatics
- As subcommittee chair, duties involve being familiar with each work group under their area and serving as the first point of contact for questions and advises on performing and developing the areas within the areas of career development. This chair also advises the DePAC members of volunteers who want to be active with the PAC and referring them to work group chairs.
- The subcommittee chair is responsible for gathering materials before every meeting and making sure that it is in appropriate format and edited; time scheduling needs; and presence of a representative of each work group being available or serving as the spokesperson for any workgroup not available for conference attendance.
- The subcommittee chair is typically very familiar with all work group projects and usually has advice for points of contact, policies within the Division of Commissioned Personnel, and DePAC initiatives and ideas.
- The subcommittee chair is designed to minimize tedious materials and ideas to the Chairperson of the DePAC so that each meeting runs smoothly and well organized. The subcommittee chair makes certain that the Chief Professional Officer is pre-informed of all new areas of concern and ideas that may be presented ahead of time for her/his review, discussion, and addition to the agenda if so indicated.

6. Duties of the Executive Secretary

- Taking roll call at each meeting and keeping an accurate record of attendance of all attendees at each meeting.
- Responsible for taking notes and producing minutes from each meeting, and distributing such minutes to the DePAC Chair, Vice Chair and Chief Dental

Officer (CDO) for review prior to distribution to the entire DePAC.

- Distribute agenda, minutes, reports, and preparatory materials to members prior to the meeting.
- During the current term as Executive Secretary, maintains the permanent file of the official minutes, reports, correspondence and other important information of the DePAC.
- At the conclusion of his/her term [pursuant to the Charter, Section X, (2), c], provides to the permanent file of the DePAC the official minutes, reports, correspondence, and other important information to the incoming Executive Secretary, and a copy to the Chief Dental Officer.
- The secretary is also responsible for other duties, as assigned by the DePAC Chair, Vice Chair, or CDO. The secretary is expected to be in attendance at each monthly DePAC meeting.
- Serves on the Executive Committee as recorder taking minutes and action items for documentation.

7. Duties of the Ex-officio Members

- The DePAC Chair, in collaboration with the Chief Dental officer, may appoint up to 10 ex-officio members of the Dental Professional Advisory Committee.
- The roles and responsibilities of the ex-officio members are:
 1. Serve as advisors to the operations, procedures, and activities of the DePAC on a regular basis.
 2. Attend monthly meetings of DePAC to provide guidance and support.
 3. Actively participate in ongoing DePAC activities as needed, serving as consultants for workgroups and/or subcommittees of DePAC.
- The term of an ex-officio member shall be the same as that of a voting members, three years, and may be renewed at the discretion of the Chief Dental Officer and DePAC Chair.
- The DePAC Chair and Vice-Chair will be responsible for developing a list of potential ex-officio members in December each year, and submitting these names for consideration to the Chief Dental Officer, who will make the final selection. Once approved, the DePAC Chair is responsible for orienting new ex-officio members and ensuring that they have supervisory and agency clearance to serve in the role of DePAC ex-officio member.
- An ex-officio member may terminate membership in DePAC at any time, but are encouraged to serve a full 3-year term. Ex-officio members may, at the discretion of the DePAC Chair, appoint alternates if they are unable to attend the monthly DePAC meeting.

8. Duties of the Agency Liaison Officers

- The Chief Dental Officer may assign agency liaison officers for all agencies served by USPHS dentists, including non-HHS agencies/operating divisions. The agency liaisons shall serve under the guidance of the Chief Dental officer and

work in collaboration with the DePAC.

- The roles and responsibilities of agency liaisons are:
 1. Attend meetings of DePAC to provide guidance and support as needed.
 2. Actively participate in ongoing DePAC activities as needed.
 3. Serve as points of contact for their respective agencies with respect to recruitment, career development, and other issues.
 4. Serve as points of contact for their respective agencies for dental organizations, working collaboratively with the appointed/elected PHS Dental Organizational Liaison Officers.
 5. Serve as advisors to the operations, procedures, and activities of the DePAC on a regular basis.
- The term of an agency liaison is for one year provided they remain in the particular agency and the Chief Dental Officer may renew the term annually.
- The DePAC Chair and Vice-Chair will be responsible for developing a list of potential agency liaisons in December each year, and submitting these names for consideration to the Chief Dental Officer, who makes the final selection. Once approved, the DePAC Chair or his/her designee will be responsible for orienting new agency liaisons as to their role and ensuring that they have supervisory and agency clearance to serve in the role of Dental Category Agency Liaison Officer.

III. Membership Requirements

A. Elected DePAC Members

DePAC members are expected to be present at all meetings, either in person or via teleconferencing. Failure to attend three or more meetings per three year term without just cause will result in expulsion from the DePAC. Also, failure to attend six or more meetings per three year term, excused or unexcused, will be justification for removal from DePAC at the discretion of the DePAC Chair and Chief Dental Officer.

B. Workgroup and Subcommittee Members, non-elected

Members of all workgroups and subcommittees are expected to be present at all meetings, either in person or via teleconferencing. Failure to attend two or more meetings per year without just cause is justification for removal from the workgroup/subcommittee. Also, failure to attend four or more meetings, excused or unexcused will be justification for removal from the workgroup/subcommittee at the discretion of the workgroup/subcommittee chair.

C. Ex-officio Members

While there is no specific membership attendance requirement for ex-officio members, ex-officio members are expected to participate in as many DePAC activities as possible, and may be removed from ex-officio status by the Chief Dental Officer in consultation with the

IV. Workgroup and Subcommittee Bylaws

A. Awards Workgroup

Article I – Purpose

The purpose of the Dental Professional Advisory Committee (DePAC) Awards Workgroup is to evaluate award nominations and make recommendations to the DePAC. Secondly, the Awards Workgroup will advise the DePAC and dental category on ways to encourage award nominations of dental officers by their respective supervisors.

Article II – Objectives

- Evaluate award nominations submitted to the DePAC
- Develop and communicate appropriate awards criteria for the DePAC
- Clarify the DePAC Awards process so that it is transparent
- Prepare guide/schedule of annual award nominations
- Draft memoranda recognizing the outgoing DePAC Members, Chairperson, and Chief Professional Officer (CPO) upon the expiration of appointments
- Maintain draft example award write-ups for dental supervisors to assist them in submitting award nominations
- Maintain records of the existing Civil Service and Commissioned Corps award programs and opportunities

Article III - Activities of the Awards Workgroup

1. Schedule of Dental Category Award nominations

- The Awards Workgroup will be responsible for publicizing nomination information for the seven dental category awards on the Dental Bulletin Board and the Dental Category Newsletter. This notification shall be completed no later than June 15th.
- The deadline for the submission of the award nominations to the Workgroup Chair shall be September 15th.
- The workgroup verifies that the nominees meet all criteria and that the nomination packets are complete. The Chair will forward the nomination packages to the DePAC no later than October 15th.
- The DePAC will score and rank the nominees and will forward the ranked order nominees' names to the Awards WG Chair for the Ernest Eugene Buell, Ruth Lashley Mid-Career, Jack D. Robertson, Senior Clinician, Herschel Horowitz Oral Health Policy and Research, the Responder of the Year Award, and the Mentor of the Year Award no later than November 15th. The Awards WG Chair will forward the names of the top three nominees to the Chief Dental Officer with courtesy copies to the DePAC Chair. The Chief Dental Officer (CDO) is the selecting official for all of the Dental Category Awards. After selection of recipients by the CDO, the Awards Workgroup Chair will

forward the names of the award recipients (after the recipients have been notified by the CPO) to the COF Symposium Planner (for inclusion into the program) within two weeks of the March DePAC meeting or earlier if requested by the COF Symposium Planner. DePAC members who are nominated for a category award, will be excluded from voting for that particular award.

- The Awards Workgroup Chair is responsible for notifying the nominator of officers not selected with a letter of notification of non-selection.
- The DePAC Chair and/or CDO or their designee will be responsible for making the award plaques and presenting the awards at the Annual COF Symposium. Immediately after the COF symposium, the Awards Workgroup Chair will be responsible for publicizing the award recipients via the Commissioned Corps Bulletin, the USPHS Dental LISTSERV, Dental Category website, and the Dental Category Newsletter.

2. Nomination Procedures for All DePAC Category Awards

- There are no restrictions on the number of nominations that an agency may submit. Nominations can originate at any level within the USPHS, but must, in all cases, go through appropriate agency channels prior to submission. Nominations for the six awards shall consist of: (1) The nomination application which includes the supervisory approval, (2) Current Curriculum Vitae Cover Sheet following the dental category format, and (3) Written justification for the award based on the individual nominee's past activities.
- The justification should be 1 to 3 pages in length and address, specifically, the criteria listed for the award. The justification must contain sufficient information to enable a judgment to be made about the individual's level of professional contributions, the challenges overcome, dedication, demonstrated adherence to principles, and the pursuit of excellence shown by the nominee.
- The awards shall consist of an inscribed citation on an attractive plaque, suitable for display. The names of the dental category awardees will also be engraved on separate plaques, to be displayed in the CDO's office.

3. Recognition of DePAC Members

- The Awards Workgroup will also facilitate the award nominations (PHS awards, letters of commendation) of selected DePAC members who have demonstrated their commitment to DePAC and/or the dental category. Nominations will be solicited from committee and workgroup chairs in October or November each year, and the workgroup chair will forward award nominations for DePAC members (and non-DePAC members with exceptional service on one or more of the DePAC workgroups) both to the DePAC Chair and through the individual officer's chain of command.
- Active service on the DePAC may be recognized with a letter of commendation from the CDO at the conclusion of each year of service, and those who have exemplified the character and mission of the DePAC may be recognized with appropriate PHS awards. The DePAC Chair or designee will coordinate these activities.

Article IV - DePAC Category Award Descriptions

1. The Ernest Eugene Buell Dental Award

- Established in 1989, in commemoration of the Commissioned Corps Centennial Year. CAPT Buell was the first USPHS Commissioned Corps dental officer, commissioned in June 1919 and assigned to the Division of Marine Hospitals and Relief. This award is presented annually to a USPHS Junior Dental Officer/or equivalent level General Schedule dentist who has made a significant contribution in oral health education, research or service.
- The criteria upon which this award is based are:
 1. The nominee must be a Junior USPHS Commissioned Corps Officer or equivalent level General Schedule dentist with less than 5 years of total employment in the PHS at the time of nomination.
 2. Program accomplishment as evidenced by exceptional management of programs traditionally administered by senior level staff or notable achievement in clinical, research, or educational activities.
 3. Career recognition as evidenced by exceptional ratings on annual performance evaluations, awards presented by the USPHS, and awards/recognition by outside dental organizations.
 4. Personal initiative as evidenced by dedication to the principles of the USPHS, participation in outside activities, recognition by community or non-professional groups, and acceptable personal qualities and habits.
 5. All USPHS Commissioned Corps Officers must meet Basic Readiness Requirements at the time of nomination and maintain Basic Readiness throughout the application process, to include the date of receiving the DePAC award.
 6. Other factors as deemed appropriate by the DePAC, which serves as the recommending body, and the CDO, who serves as the selecting official

2. The Ruth Lashley Mid-Career Dental Award

- Established in 2005 and is presented each year to a Mid-Career Dental Officer or equivalent level General Schedule dentist. The initial award was presented in 2006 and then annually. CAPT Lashley had a stellar career and was assigned to the Federal Bureau of Prisons. The award is named to honor her work as an inspiration to all dentists.
- The criteria upon which this award is based are:
 1. The nominee must be a USPHS Dental Officer or equivalent level General Schedule dentist with at least 5 but not yet 15 years (greater than or equal to 5 years but less than 15 years) of total employment in the USPHS at the time of nomination.
 2. Program accomplishment as evidenced by exceptional management of programs traditionally administered by senior level staff and/or notable achievement in clinical, research, or educational activities.
 3. Career recognition as evidenced by exceptional ratings on annual performance evaluations, awards presented by the USPHS, and awards/recognition by outside dental organizations.

4. Personal initiative as evidenced by dedication to the principles of the USPHS, participation in outside activities, and recognition by community or non-professional groups.
5. Participation in and/or contribution to the advancement of the USPHS Dental Category and/or oral health issues by direct involvement in public health activities at the local, state or national levels, such as, but not limited to, working with a local or state health department, dental society, professional dental or public health organization(s), the COA, the DePAC (as a member or participant in a workgroup), etc.
6. All USPHS Commissioned Corps Officers must meet Basic Readiness requirements at the time of nomination and maintain Basic Readiness throughout the application process to include the date of receiving the DePAC award.
7. Other factors as deemed appropriate by the DePAC, which serves as the recommending body, and the CDO, who serves as the selecting official

3. The Jack D. Robertson Dental Award

- Established in 1982, in honor of CAPT Robertson, and is presented each year to a Senior Dental Officer/or equivalent level General Schedule dentist whose professional performance best exemplifies the dedication, service, and commitment to the USPHS demonstrated by CAPT Robertson during his career.
- The criteria upon which this award is based are:
 1. The nominee must be a Senior USPHS Dental Officer or equivalent level General Schedule dentist with 15 or greater years of total employment in the USPHS at the time of nomination. In order to be considered for this award, the candidate must have attained the rank or grade of 0-5/GS-14 at the time of nomination.
 2. Job accomplishment(s) as evidenced by competent management of difficult or complex workloads (e.g., nature and extent of patient treatment contacts or administration of grants); sustained and significant performance levels; and ability to produce results in the face of extreme difficulty. The ability to produce results in the face of extreme difficulty is embodied in an officer's/ dentist's tenacity despite limited resources. The level of accomplishments is considered relative to the length of service. Clinical billets are considered equivalent, and not subsidiary, to non-clinical billets.
 3. Career recognition as evidenced by exceptional ratings on annual performance evaluations, awards presented by the PHS or other federal agencies, exceptional capability promotions, and awards/recognition by outside dental organization.
 4. Professional standing as evidenced by scholastic attainment, offices or consultant positions held in professional organizations, publications in recognized journals, and letters of appreciation.
 5. Personal initiative as evidenced by dedication to the principles of the USPHS, participation in outside activities, recognition by community or non-professional groups, and acceptable personal qualities and habits.

6. All USPHS Commissioned Corps Officers must meet Basic Readiness requirements at the time of nomination and maintain Basic Readiness throughout the application process to include the date of receiving the DePAC award.
7. Other factors as deemed appropriate by the DePAC, which serves as the recommending body, and by the CDO, who serves as the selecting official.

4. The Senior Clinician Dental Award

- Established in 2001 to recognize a Senior Dental Officer/or equivalent level General Schedule dentist who has chosen a clinical career track and excels in clinical skills. The initial award was presented in 2002, and then annually.
- The criteria upon which this award is based are:
 1. A Senior USPHS Dental Officer or equivalent level General Schedule dentist with 15 or more years of total employment in the USPHS at the time of nomination.
 2. Presently assigned to a billet involving predominately clinical dentistry. The officer may also be involved in administering a clinical program, clinical dental research or the professional development of peers.
 3. A philosophical commitment to ethical, high quality, appropriate, and cost effective treatment
 4. Ability to produce results despite difficult or adverse situations whether it is patient load or population, lack of resources, or adverse environment
 5. Innovation, maximizing efficiency and productivity
 6. Professional recognition as evidenced by scholastic attainment, official awards, exceptional capability promotions, publications in recognized journals, or professional presentations and recognition by outside dental organizations
 7. A commitment to continuing dental education focusing on improving skills that enhance clinical dentistry
 8. Personal initiative demonstrated through sustained performance during an entire career.
 9. Continuous dedication to the principles of the PHS
 10. Additional significant contributions and attributes recognized by the DePAC that serves as the advisory body to the CDO.
 11. It should be noted that it is not necessary for an officer to meet each stated criteria to be eligible for the Senior Clinician Award.
 12. All USPHS Commissioned Corps Officers must meet Basic Readiness Requirements at the time of nomination and maintain Basic Readiness throughout the application process, to include the date of receiving the DePAC award.
 13. Other factors as deemed appropriate by the DePAC, which serves as the recommending body, and by the CDO, who serves as the selecting official.

5. The Hershel S. Horowitz Oral Health Research and Policy Award

- Established in 2005, as a dental category award. CAPT Hershel S. Horowitz, a researcher, educator, and Dental Public health specialist exemplified dedication and commitment to improving the public's health through research and action. He played a major role in leading and stimulating investigation whose results extended the use of

fluoride for professional, public health and self-care applications. He critically studied the effects of combined preventive measures and he was the first to study cost-benefit and cost-effectiveness in oral health. The Hershel S. Horowitz Oral health Research and Policy Award will be presented annually to a USPHS Dental Officer(s) or equivalent level General Schedule dentist(s) whose performance contributes to improving the oral health of the public through:

1. Clinical or basic research (including research in epidemiology, behavioral/social sciences and health care delivery)
 2. The application of research findings to:
 - Development of oral health policy
 - The management/administration of federal programs, including demonstration projects, that have implications for regional, national or global applications of these policies
 3. It is the intention that recognition of accomplishments may alternate among these areas. Given the range of activities and services covered by this award, there may be multiple awardees in a particular year. The first award was presented in 2006, and then annually.
- The criteria upon which this award is based are:
 1. The nominee must be a USPHS Dental Officer or equivalent level General Schedule dentist, preferably with an MPH, Ph.D. or equivalent degree, and has completed seven (7) or more years of total employment in the USPHS at the time of the nomination.
 2. Job accomplishment (s) as evidenced by:
 - Performance of/or participation in outstanding basis, clinical, or behavioral/social science research related to oral health and disease.
 - Development or implementation of applications for results of such research to health care policy; prevention or clinical care; administration projects; Outstanding research is based on recognition by relevant scientific communities; level of accomplishments is considered relative to length of service.
 3. Career recognition as evidenced by exceptional ratings on annual performance evaluations, awards presented by the PHS or other federal agencies, exceptional capability promotions, and awards/recognition by outside organizations.
 4. Professional standing as evidenced by publications in peer-reviewed journals, offices or consultant positions held in professional organizations, mentoring provided and letters of appreciation. NOTE: the criterion of “publications in peer-reviewed journals” is applicable only to those dentists nominated in recognition of oral health research accomplishments.
 5. Personal initiative as evidence by dedication to the principles of the PHS, participation in outside activities, and recognition by community or non-professional groups
 6. All USPHS Commissioned Corps Officers must meet Basic Readiness Requirements at the time of nomination and maintain Basic Readiness throughout the application process to include the date of receiving the DePAC award.
 7. Other factors as deemed appropriate by the DePAC, which serves as the recommending body, and by the CDO, who serves as the selecting official

6. The Dental Responder of the Year

- Established in 2006 to recognize a dentist's impact on emergency preparedness, disaster response and contributions to local, national or international public health threats. The initial award was presented in 2006, and then annually.
- The criteria upon which this award is based include:
 1. USPHS Dental Officer or equivalent level General Schedule dentist
 2. One time impact on public health preparedness and response
 3. Career contributions to emergency preparedness and /or disaster response
 4. Nominee's role in deployments and the impact thereof
 5. Training and education applicable to preparedness and response
 6. Publications and presentations in the public area related to preparedness and response
 7. The nominee's willingness to give credit to the USPHS for deployment activities (i.e., wearing the uniform while deployed, crediting the USPHS in presentations and publications)
 8. All USPHS Commissioned Corps Officers must meet Basic Readiness Requirements at the time of nomination and maintain Basic Readiness throughout the application process to include the time of receiving the DePAC award.
 9. Other factors as deemed appropriate by the DePAC, which serves as the recommending body and the CDO, who serves as the selecting official

7. The Dental Mentor of the Year

- Established in 2011 to recognize outstanding mentors as evidenced by their significant contributions towards enhancing the professional growth and career development of junior Commissioned Corps dental officers or equivalent level General Schedule dentists. The award is created to recognize the efforts and accomplishments of a dental professional serving in an exemplary mentoring role to a less experienced dentist.
- The criteria upon which this award is based are:
 1. The nominee must be a USPHS Dental Officer or equivalent level General Schedule dentist with at least 5 years of total employment in the USPHS at the time of nomination.
 2. Active duty USPHS dental officers (O-4 and above) and civil service dentists (GS-12 and above) are eligible for this award.
 3. The nominee must have served as a mentor within the past 3 years.
 4. Candidates may be nominated by their protégé (junior dental officer being mentored or mentored in the past) or supervisors and colleagues who have personal knowledge of the nominee's mentoring efforts.
 5. The nomination should consist of a narrative that describes such qualities as, but not limited to the following:
 - (a) sustained commitment to advancing the protégé's professional growth and career;
 - (b) provides sound counsel on protégé's professional growth and career development;

- (c) selflessness in the commitment of time devoted to mentoring;
 - (d) monitors protégé's progress and offers honest, constructive feedback when needed or sought;
 - (e) creates a supportive environment for the protégé, and
 - (f) connects protégés to the appropriate resources. Specific examples of these and other qualities must be documented.
6. All USPHS Commissioned Corps Officers must meet Basic Readiness requirements at the time of nomination and maintain Basic Readiness throughout the application process to include the date of receiving the Dental Mentor Award.
 7. Other factors as deemed appropriate by the DePAC, which is the recommending body, and the CDO, who serves as the selecting official.

Article V – Membership

- **The Chairperson of the Awards Workgroup** shall be a voting member of the DePAC. While volunteers will be encouraged to participate in various workgroup activities, the number of workgroup members is variable, depending on the needs of the workgroup and the preferences of the Chairperson. Non-DePAC members, Civil Service dentists, and Reserve Dentists should be encouraged to participate in workgroup activities.
- **Selection of Members:** The Chairperson of the workgroup shall select all members at his/her discretion without a full vote required by the DePAC.
- **Voting:** Each member of the workgroup in good standing shall have one vote for all workgroup votes.
- **Term:** The term of each member of the workgroup shall be one year (Jan. 1 – Dec. 31). However, members may be re-appointed by the Chairperson at his/her discretion. The term of the Chairperson is at the discretion of the DePAC, usually one year.
- **All Commissioned Officer members** shall meet Basic Readiness requirements at the time of their appointment to the workgroup. They shall also meet readiness standards throughout the year. This status shall be verified randomly, at the discretion of the Awards Workgroup Chair. Failure to meet these standards may result in removal from the workgroup.

Article VI – Meetings

- **Schedule:** Meetings will be held intermittently throughout the year (irregular basis, depending on the needs of the workgroup). Meetings may include conference calls set up by the Chairperson, electronic mail discussions, and in-person meetings when convenient (such as at the annual COA meeting). At a minimum, there should be two meetings scheduled each year.
- **Quorum:** A simple majority of voting members in good standing is required for all votes of the workgroup.
- **Procurator:** A proxy (usually a Co-Chair is designated) shall be in charge of meetings when the Chairperson is absent.
- **Notification:** Notification of all scheduled meetings must be made by mail, electronic mail, or telephone at least two weeks prior to any regular meeting. Special meetings may be called by the Chairperson with less than a 24 hours notice.

- **Records:** The Chairperson, or his/her designate, will record meeting minutes, and the Chairperson will report these minutes (in the form of a summary) to the next meeting of the DePAC. The workgroup meeting minutes should also be sent to workgroup members within two weeks following workgroup meetings.

Article VII - Orientation of the new Awards Workgroup Chair

1. The outgoing Awards Workgroup Chair shall orient the incoming workgroup chair by February 1 of each year. The outgoing chair shall provide at a minimum, the following information to the incoming chairperson:
2. A copy of all Awards Workgroup reports submitted to DePAC over the past year
3. A copy of all workgroup meeting minutes over the past year
4. A summary of activities performed by the workgroup over the past year, upcoming events or partially completed activities, and workgroup goals and objectives for the year
5. A copy of current By-Laws.

Article VIII – Amendments

- The Awards Workgroup may make recommendations to revise or amend these By-Laws, but only the DePAC, by a vote of its members, may amend these By-Laws. A notification of proposed amendments to these By-Laws must be sent in writing to all DePAC members prior to final approval.

B. Billets Workgroup

Article I: Purpose

- The purpose of the Billets Workgroup is to function as the liaison between the DePAC and Dental Category Chief Professional Officers of each agency. The Billets Workgroup is responsible for receiving and reviewing all requests for the changes in the rank/grade assignments for the Dental Category billets. Every set of orders issued has an assigned grade attached that is based upon the position and the responsibilities that it involves. This ranges from 03/Lieutenant through 06/Captain billet grades. All existing billets for dental category officers has an assigned grade which is identified both on the orders received and can also be found in each officer's OPF. The billeting workgroup is responsible to review all requests from any Chief Dental Officer who wants to reassign a grade to a current billet, whether upgrading or downgrading it, and to determine appropriateness of request and fairness of reassignment relative to all agencies.

Article II: Objectives & Workgroup Activities

- Review any agency request for a billet grade/rank change.
- Evaluate the request in terms of appropriateness and fairness to other agencies.
- Forward the request to the DePAC for discussion and further review and consideration of changes with input from the requesting agency representative.
- Upon the workgroup's final approval, forward for vote by all DePAC voting members

three actions can occur during the review process.

1. The Billets Workgroup review can deny the request for the change in the billet
 2. The request can be returned to the submitter for re-writing and/or the need for additional information,
 3. Or approve it for final vote by the PAC.
- When approved by the DePAC it will be forwarded to the Office of Commissioned Corps Operations for their final consideration and action.

Article III: Membership

- The Chairperson of the Billets Workgroup will be a voting member of the DePAC and will be the designated representative of the Dental Category.
- There will be no set number of workgroup members; membership will be at the discretion of the workgroup chair. Volunteers will be solicited, with every effort to secure members from a broad range of agencies. Non-DePAC members, including Civil Service and Reserve dentists, are eligible and encouraged to participate.
 1. Selection of members: The Chair shall select at his/her discretion all members of the workgroup without a full vote required of the DePAC.
 2. Voting: Each member of the workgroup shall have one vote for all workgroup votes.
 3. Term: Each member of the workgroup will have a term of one calendar year (Jan. 01 - Dec. 31).
- Members may be reappointed by the Chair at his/her discretion. The term of the Chair is set by the DePAC. The Chair's successor need not be a workgroup member.

Article IV: Meetings

- The workgroup shall develop a meeting schedule based upon the needs of the workgroup members that allows for the greatest consideration for the requested change. Conference calls, electronic mail discussions, and in-person conferences will be utilized.
- Quorum: If a vote is required, a simple majority is required. Most issues with the workgroup are dealt with on a consensus basis.
- Notification: Members will be informed of scheduled meetings via e-mail or phone.
- Minutes: The Chair will record meeting minutes and report appropriately to the DePAC.

Article V: Orientation of the New Workgroup Chair

- The outgoing Chair will orient the incoming workgroup chair prior to the January DePAC meeting. The following will be transferred to the new Chair:
 1. All billets workgroup reports submitted to the DePAC over the past twelve months.
 2. Any action items and reports pending.
 3. Hard copies of any pertinent communications which are significant for future reference.
 4. Electronic copies of all files.

5. Summation of all activities of the previous year, including upcoming issues and goals.
6. A copy of the current Bylaws.

Article VI: Amendments

- The Billet Workgroup may recommend changes to these Bylaws; amendments must be approved by a vote of the DePAC. Notification of proposed additions, deletions, or changes to these By-laws must be sent in writing to all DePAC members prior to final approval.

C. Readiness and Deployment Workgroup

Article I: Purpose

- The mission of the Readiness and Deployment Workgroup is to serve as an advocate for officers of the dental category on policy issues concerning readiness status and deployments.

Article II: Objectives and Activities

- Develop strategies to facilitate the achievement of readiness status by all dental officers.
- Advocate deployment accessibility for all qualified dental officers.
- Conduct inquiries concerning readiness deficiencies in the dental corps.
- Develop systems to publicize deployment and readiness training opportunities for dental officers.
- Serve as a liaison between the dental category and pertinent agencies on matters of deployment.

Article III: Membership

- The chairperson of the workgroup shall be appointed by the DePAC chairperson.
- The chairperson of the workgroup will be a voting member of the DePAC.
- The number of workgroup members will be based on the group's needs and the discretion of the chairperson.
- Each workgroup member will have one vote on workgroup activities put to a vote.
- The workgroup membership's duration is one calendar year, and may be renewed by the chairperson.

Article IV: Meetings

- The frequency of meetings will be determined by the needs of the workgroup.
- A simple majority is required for a voting issue to be approved.
- Meetings will be scheduled via e-mail or by phone.
- The chair will assign a group member to record minutes.

Article V: Orientation of the New Chair

- Orientation of the new chair will be accomplished within one month by the outgoing chair.
- The outgoing chair will submit a summation of the previous year's activities and a copy of the bylaws to the new chair.

Article VI: Amendments to Bylaws

- The workgroup may recommend bylaws changes.
- The DePAC must approve all bylaws amendments.
- Proposed bylaws changes will be sent to all DePAC members.

D. Communications Workgroup

Article I – Purpose

- The purpose of the DePAC Communications Workgroup is to provide a communications forum for the Dental Professional Advisory Committee and the U.S. Public Health Service Dental Category.
- The primary communication tools presently are: (1) the USPHS Dental Newsletter, published on a biannual basis; (2) the Dental Bulletin Board, an announcement-only mailing list; (3) the Dental Category LISTSERV, a discussion list; and (4) the USPHS Dental Category home page.

Article II – Objectives and Workgroup Activities

- Objectives
 1. The objective of the Communications Workgroup is to facilitate communications between the Dental Professional Advisory Committee and the individual USPHS dentists it represents.
 2. The goal of the workgroup is to explore, develop, and integrate communication tools that may improve communications efforts between DePAC and USPHS dentists.
- Workgroup Activities
 1. **USPHS Dental Newsletter.** The newsletter is published on a biannual basis each calendar year. Occasionally, there may be special issues that are published.
 - Editor. The editor of the newsletter is the person responsible for soliciting newsletter articles, editing content and gaining approval for publication of the newsletter. He/she may designate a co-editor to assist with these duties. The editor is appointed by the workgroup chair without a full DePAC vote. A Co-Editor should assist with these duties. The term of service for the Editor and Co-Editor shall be two years with their respective terms staggered by one year.
 - Publisher. The publisher of the newsletter shall be the Chief Dental Officer of the U.S. Public Health Service, or in his/her absence, the Chair of the Dental Professional Advisory Committee.

- Newsletter Advisory Group. After articles have been submitted, a rough draft of the newsletter must be submitted to the Newsletter Advisory Group, consisting of the Chief Dental Officer, the DePAC Chairperson, DePAC Vice-Chairperson, the DePAC Operations Sub-Committee Chairperson, the Editor, and, if appointed, the Co-editor. The newsletter will be published electronically after approval by this group.
 - The newsletter shall be published electronically on the internet.
 - Publication dates. Dates may vary slightly due to the workload of the Editor. Article submission dates should be approximately 3 weeks prior to these publication dates.
 - Format. The format of each newsletter, including the length, is at the discretion of the Editor, but at a minimum must include the Chief Dental Officer's column and DePAC Chair's column.
 - Article solicitation. Articles for inclusion in the newsletter should be solicited by the Editor as far in advance as possible. The Editor should attempt to solicit articles from as many different people as possible, and should place a priority on soliciting non-DePAC-related articles.
 - Mailing list. The Editor or Co-editor shall maintain an accurate mailing list for newsletter distribution.
- 2. Electronic Communications. USPHS Dental Bulletin Board and Dentist-L.**
- The purpose of these guidelines is to establish policies and procedures for the USPHS Dental Category LISTSERV List and the Dental Category Bulletin Board.
 - LISTSERV List – A mailing list of people's names and e-mail addresses that is used to send certain messages or announcements to many people at once, people who are expected to share a common interest in the contents of such message.
 - List owner – The person(s) with the formal responsibility for the operation of the list – a kind of referee, so to speak. The list owners for both Dentist-L and the Dental Bulletin Board are CDR Angie Roach, CAPT Lynn VanPelt and CAPT Tim Ricks (the sponsor of both lists is the Dental Professional Advisory Committee).
 - List owner – The person(s) with the day-to-day duties of managing the list, scrutinizing content, correcting message errors, and handling subscription/un-subscription requests.
 - List editor – A person with the responsibility of reviewing all postings, deeming if they are appropriate, and then posting approved messages to the list. At present, there is no list editor, and the list owners are serving as list editors at this time.
 - Private list – A list open only to certain subscribers; in this case, USPHS dentists and dental hygienists. This is a means of access control.
 - Closed list – A list that requires people desiring subscriptions to a particular list to request such subscription from the list owner, who then decides if the requestor meets the eligibility criteria for inclusion in the list.

- Moderated list – A list that is moderated by an editor. Messages submitted to the editor(s) are either accepted or rejected; if the message is accepted, the original text is published in its entirety, and the other subscribers know that nothing in that posting was censored. In essence, an editor decides what to do with the message. Subscribers do not see messages that the editor rejected; however, the originator of the message is informed and given the reason(s) for the rejection.
- USPHS Dental Category LISTSERV List – A mailing and discussion list available to USPHS dental health professionals, maintained by the National Institutes of Health Center for Information Technology, with an electronic address of dentist-l@list.nih.gov.
- Dental Category Bulletin Board – A moderated mailing list (announcements-only) available to USPHS dental health professionals, maintained by the National Institutes of Health Center for Information Technology, with an electronic address of dentalbulletinboard@list.nih.gov.
- Eligibility for list subscriptions
 - 1) Who is eligible - All DHHS dentists and dental hygienists are eligible to subscribe to these services (Dentist-L and Dental Bulletin Board). These dental health care professionals may be: (1) either active, retired, or reserve; (2) Commissioned Corps, Civil Service, or contract/tribal hire; (3) dentists or dental hygienists; (4) other disciplines involved in Federal oral health programs.
 - 2) Eligibility verification – The list owner(s) shall be responsible for verifying that people requesting subscriptions to one or both of the two above named lists meets the criteria outlined in Section III.A. Failure to verify eligibility shall result in a refusal to subscribe said person. In addition, if a subscriber later fails to meet eligibility criteria, he/she will be automatically un-subscribed.
 - 3) Eligibility appeals – Persons failing to meet the eligibility criteria may, at their discretion, appeal their ineligibility to the Dental Professional Advisory Committee (DePAC) by contacting a DePAC member from his/her agency or interest.
- Scope and purpose of the two lists
 - 1) The USPHS Dental Category LISTSERV list (Dentist-L@list.nih.gov) shall have the following features:
 - It will be formatted as a discussion list, to allow for discussions between the subscribers of the list.
 - Discussions may include, but are not limited to, issues ranging from administrative, personnel, and clinical topics.
 - The listserv owner(s) will have the primary responsibility of subscribing and un-subscribing users, and correcting delivery errors.
 - There will be no editor of this system; in other words, the system will allow for open discussion without content approval prior to posting-
 - Each subscriber shall have the capability to post messages to the list,

- either by sending such messages to dentist-l@list.nih.gov or by going to the host site (<http://list.nih.gov>), clicking on “Browse”, typing in “Dentist-L”, and then posting a message.
- Each subscriber desiring posting capability must initially go to the host site and establish a user name (which is the subscriber’s e-mail address) and password. The site is password-protected.
 - Subscribers to this list may also subscribe to the Dental Category Bulletin Board, provided they meet the eligibility requirements.
 - Since it is a discussion list, hitting the “reply” or “reply to all” key when responding to messages indicates that the reply will be sent out to all subscribers of the list.
- 2) The Dental Category Bulletin Board (dentalbulletinboard@list.nih.gov) shall have the following features:
- It will be formatted as an announcement-only list, allowing for quick and timely dissemination of information pertinent to all subscribers.
 - Announcements may include, but are not limited to, postings from the Chief Dental Officer of the USPHS, the Dental Professional Advisory Committee, the Commissioned Corps Readiness Force, the Division of Commissioned Personnel, job vacancies, and pertinent personnel, administrative, and clinical issues.
 - The list editor, or in his/her absence, the list owner, will have the primary responsibility of monitoring and approving content, and forwarding approved content to the list. In other words, this is a moderated list.
 - The list owner will have the primary responsibility of handling subscription/un-subscription requests, solving delivery errors, and verifying eligibility.
 - Each subscriber shall have the capability to post messages, provided that such messages adhere to the purpose of the list, as determined by the list editor.
 - Each subscriber wishing to have posting capability must first go to the NIH host site and designate a username and password.
 - Subscribers to this list may also subscribe to the USPHS Dental Category LISTSERV List, provided they meet the eligibility requirements.
 - Since this is an announcement-only list, hitting the “reply” or “reply to all” key will result in the reply being sent only back to the original message poster. Subscribers requesting that the reply go to the entire list must get approval for this by contacting the list editor, or in his/her absence, the list owner.
- LISTSERV Standards of Conduct (Etiquette)
 - Acceptable conduct – Subscribers to the USPHS Dental Category LISTSERV List (Dentist-L@list.nih.gov) and Dental Category Bulletin Board (dentalbulletinboard@list.nih.gov) must consider the purpose of

each system prior to responding to messages, and adhere to the following principles:

- All postings must demonstrate courtesy and consideration of others, as outlined in §73.735-301, CCPM #62.
- Users should always try to answer the following questions before replying or posting a message:
 - ❖ Who is getting the message?
 - ❖ How well do you know these people? Can you trust them not to forward your comments to someone else?
 - ❖ What is the worst thing that can happen to you if this message is used against you?
 - ❖ Have you removed extraneous information, such as copies of previous postings included in your e-mail?
- All postings must not violate the U.S. Public Health Service Standards of Conduct (applicable to all PHS officers, “whether retired, inactive, or on active duty (including those on leave without pay)”, which is available for viewing at the Division of Commissioned Personnel Home page (<http://dcp.psc.gov/>).
- If a subscriber is unsure whether his/her e-mail may be inappropriate, the point of contact for such inquiries is the list editor (Dentist-L) or the list owner (both systems).
- PHS Officers are “health professionals in public service. Beyond professional competence, your behavior must reflect the highest degree of integrity and impartiality.” (Memorandum from RADM Michael Davidson, dated November 11, 2001). Thus, all e-mail correspondence should reflect professionalism, honesty, and integrity.
- The lists should be used in a manner that does not constitute a violation of any tariff, regulation, treaty, or law (such as copyright laws).
- The lists should be used in a manner that does not contain threatening or obscene content (as determined by subscribers receiving such messages).
- The lists should be used in a positive and cordial manner, and all effort should be made to avoid personal attacks on any person, whether a subscriber or not.
- Disciplinary Actions.
 - ❖ When the list owner (s) receive a complaint from a list subscriber, he/she (they) will contact the message poster and determine if the content of the message was indeed in violation of the rules of etiquette, and, if so, counsel that subscriber.
 - ❖ If a complaint is received, and the list owner(s) determine that the complaint is valid and the content of the message was blatantly in violation of the rules of etiquette, the owner(s) will forward the complaint to the Chair of the Dental Professional Advisory

Committee for appropriate action, which may include referral for disciplinary action through the subscriber's chain of command.

3. USPHS Dental Category Home Page.

- The Communications Workgroup Chairperson shall be responsible for oversight of the USPHS Dental Category web page and available at <http://www.phsdental/ihs.gov/>. This site shall include current DePAC membership, directories, links to agency sites, a Chief Dental Officer biography and recent DePAC minutes at a minimum.

Article III – Membership

- The chairperson of the Communications Workgroup shall be a voting member of the Dental Professional Advisory Committee. While volunteers will be encouraged to participate in various workgroup activities, the number of workgroup members is variable, depending on the needs of the workgroup and the preferences of the Chairperson. Non-DePAC members, including Civil Service and reserve dentists, should be encouraged to participate in workgroup activities.
 1. Selection of members. The Chairperson of the workgroup shall select all members at his/her discretion without a full vote required by the Dental Professional Advisory Committee.
 2. Voting. Each member of the workgroup in good standing shall have one vote for all workgroup votes.
 3. Term. The term of each member of the workgroup shall be one year (Jan. 1 – Dec. 31). However, members may be re-appointed by the Chairperson at his/her discretion. The term of the Chairperson is at the discretion of the Dental Professional Advisory Committee, usually one year.

Article IV – Meetings

- Schedule. Meetings will be held intermittently throughout the year (irregular basis, depending on the needs of the workgroup). Meetings may include conference calls set up by the Chairperson, electronic mail discussions, and in-person meetings when convenient (such as at the annual Commissioned Officers Association meeting). At a minimum, there should be 3-4 meetings scheduled each year.
- Quorum. A simple majority of voting members in good standing is required for all votes of the workgroup.
- Procurator. A proxy (usually a co-Chair is designated) shall be in charge of meetings when the Chairperson is absent.
- Notification. Notification of all scheduled meetings must be made by mail, electronic mail, or telephone at least two weeks prior to any regular meeting. Special meetings may be called by the Chairperson with less than 24 hours notice.
- The Chairperson, or his/her designate, will record meeting minutes, and the Chairperson will report these minutes (in the form of a summary) to the next meeting of the Dental Professional Advisory Committee. The workgroup meeting minutes should also be sent to workgroup members within two weeks following workgroup meetings.

Article V – Orientation of the new Communications Workgroup Chair

- The outgoing Communications Workgroup Chair shall orient the incoming workgroup chair by February 1 of each year. The outgoing chair shall provide at a minimum, the following information to the incoming chairperson:
 1. A copy of all Communication Workgroup reports submitted to DePAC over the past year;
 2. A copy of all workgroup meeting minutes over the past year;
 3. A summary of activities performed by the workgroup over the past year, upcoming events or partially completed activities, and workgroup goals and objectives for the year;
 4. A copy of these bylaws.

Article VI – Amendments

- The Communications Workgroup may make recommendations to revise or amend these bylaws, but only the Dental Professional Advisory Committee, by a vote of its members, may amend these bylaws. A notification of proposed amendments to these bylaws must be sent in writing to all DePAC members prior to final approval.

E. Membership Workgroup

Article I – Purpose

- The Membership Workgroup shall identify, collect and distribute all required information to maintain a voting membership of no few than 7 and no more than 20 members.

Article II – Objective and workgroup activities

- Nominations will be solicited annually in June and July, and self-nomination forms (Attachment A) will be accepted through August 31.
- Nominations, self or otherwise, shall include a copy of the nominee's current curriculum vitae or resume to aid in the selection process.
- The DePAC and the Chief Dental Officer shall identify qualified candidates from the list of Nominees at the September meeting. To prevent an appearance of conflict of interest, members up for membership renewal may be excused from participating in this review at the discretion of the DePAC Chair. The nominee's Supervisor will be asked for approval of the nomination by October 15.
- A final list of nominees considered by the DePAC to be highly qualified, endorsed by their Supervisor and meet representational criteria in the DePAC Charter will be sent to the CPO. The list will then be forwarded from the CPO to the SG for selection. Surgeon General approval shall be sought by December 15.

Article III – Membership

- The chairperson of the Membership Workgroup shall be a voting member of the

Dental Professional Advisory Committee. While volunteers will be encouraged to participate in various workgroup activities, the number of workgroup members is variable, depending on the needs of the workgroup and the preferences of the Chairperson. Non-DePAC members should be encouraged to participate in workgroup activities.

Article IV – Meetings

- Meetings will be scheduled as needed at the discretion of the workgroup chairperson, but not more than once each month

Article V – ADA House of Delegates Delegate Selection Committee

Background:

The Public Health Service (PHS) has two voting delegate positions and two alternate delegate positions in the House of Delegates of the American Dental Association. One voting delegate position is held by the Chief Dental Officer (CDO) of PHS. The CDO selects his/her alternate delegate. The other voting delegate and the other alternate delegate are elected by Public Health Service dentists. An election is held every two years to elect a delegate to a four year term. The elected delegate serves for two years as an alternate delegate to the incumbent elected voting delegate, and then advances to the elected voting delegate position for two years.

Terms:

The term “Delegate” in the body of this document refers to a PHS elected delegate, an individual elected by ADA member PHS dentists. It does not refer to the Chief Dental Officer or his/her alternate delegate.

PHS constituent body of dentists refers to all ADA member dentists employed within the Public Health Service at the time the election of a new delegate is held.

This includes both PHS dental officers and civil service dentists. PHS dental officers may be stationed within the Department of Health and Human Services (DHHS) or on detail to other Departments, e.g., Department of Homeland Security (DHS); Department of Justice (DOJ). Civil service dentists must be employed by DHHS.

Article I: Organization

The ADA Delegate Selection Committee for the USPHS Constituent operates under the direction (as a sub-workgroup) of the Membership Workgroup of the USPHS Dental Professional Advisory Committee (DePAC), a workgroup of the Career Development Subcommittee of DePAC.

Article II: Purpose

The responsibility of the Delegate Selection Committee (DSC) is to administer the process of selection of the elected delegates from the Public Health Service to the

American Dental Association House of Delegates. In carrying out its responsibilities, DSC operates in a staff capacity and does not substitute for line management or in any way exercise the prerogatives of the operating programs. While its members are chosen from the respective PHS agencies and organizations, they neither represent agency management nor speak for the agency. They do, however, represent the USPHS dentists who are ADA members. They are knowledgeable health professionals who represent a cross section of the interests, concerns, and organizations.

Article III: Composition and Responsibilities of the DCS

1. Composition:

- A. The DSC shall be composed of 4 to 7 members including a chairperson and a co- chairperson.
- B. The chairperson and co-chairperson are appointed by, and serve, at the discretion of the DePAC chairperson. The Membership Workgroup (Career Development Subcommittee) Chairperson shall serve as the chair of the DSC.
- C. Remaining members will be selected by the chairperson and co-chairperson to represent a wide range of agencies within the Public Health Service. If possible, the committee should include one or more former delegates. All members of the DSC must be either an officer in the dental category of the U.S. Public Health Service Commissioned Corps or a civil service dentist employed within the Department of Health and Human Services (DHHS), and must be an ADA member. Public Health Service dental officers may be stationed within DHHS or on detail to other Departments, e.g., DHS, DOJ.

2. Responsibilities of the DSC:

- A. Review and approve the list of nominees for the position of delegate or provide information to the DSC Chairperson on the non-suitability of any candidate for the position of delegate to the ADA. In the event of a concern by any member of the DSC regarding the suitability of a candidate, the Chairperson will review the eligibility requirements and ensure that the candidate meets those requirements. Any candidate meeting the eligibility requirements will be given the opportunity to run for the position.
- B. Assist in carrying out the duties of the chairperson/deputy chairperson when requested to do so by those officers.
- C. Vote for one of the candidates who is in a tie vote, in the case where two or more candidates receive the highest number of votes and the same number of votes by the PHS constituent body of dentists. In the event of a tie vote by the DSC, the primary tiebreaker will be rank/grade, with the officer holding the higher rank/grade being awarded the position. In the event that the candidates hold the same rank/grade, the candidate with the

greatest length of service in DHHS will be awarded the position. For PHS officers, service is considered time on active duty plus time in civil service within DHHS, after receiving a Doctor of Dental Medicine or Doctor of Dental Surgery degree. For civil service dentists, service is considered time in DHHS, after receiving a Doctor of Dental Medicine or Doctor of Dental Surgery degree.

Article IV: Objectives & Activities

The DSC is responsible for administering the process of selecting an individual to serve as the elected representative of all ADA member Public Health Service dentists, including both officers in the dental category of the U.S. Public Health Service Commissioned Corps as well as civil service dentists employed within the Public Health Service (herein referred to as the PHS constituent body of dentists). Through administration of this process the DSC will ensure the continuity of representation of the PHS dental corps and civil service dentists within the Public Health Service.

The DSC will carry out its responsibility through the following activities:

1. *Solicitation of Nominations.* The selection of the ADA Delegate and/or alternate shall occur every two years and be adequately publicized by the DSC and DePAC Membership Workgroup.
 - A. Every two years, between the months of October – January, the DSC will publicize the availability of the elected delegate position to the PHS constituent body of dentists and will provide instruction for nomination, including self-nomination. In addition to nominations of fellow officers by the PHS constituent body of dentists, nominations may also be made by the Chief Clinical Officers of the Bureau of Prisons, Indian Health Service, ICE Health Serve Corps and the Coast Guard. Self-Nominations are also encouraged. Officers who self-nominate will be required to be endorsed by their Chief Clinical Officers. Notification of nomination procedures will be carried out using the most expedient means available.
 - B. The deadline for receipt of nominations and self-nominations shall be 15 December every two years.
 - C. The Delegacy. All candidates for the PHS delegate to the ADA should be able to demonstrate a commitment to, an involvement in, and an ability to speak about the PHS in general and the dental category in particular, as determined by the DSC.
2. *Eligibility Requirements for the Office of Delegate.* Eligible candidates must meet the following requirements:
 - A. Be a dental officer on active duty in the U.S. Public Health Service with at least four years of service remaining from July 1 of the year in which s/he is elected, or a civil service dentist in a full-time position within one of the agencies of the Public Health Service.

- B. Have no outstanding disciplinary issues.
 - C. Agree to serve a four-year term consisting of two years as an alternate delegate and two years as a voting delegate.
 - D. Hold, at minimum, the temporary grade of O-5 for a PHS dental officer or GS-13 for a civil service dentist as of July 1 of the year the term of office begins.
 - E. Be a member in good standing of the American Dental Association.
3. *Term of Office.* The term of office of the delegate is four years, with two years as the alternate delegate, and the following two years as the voting delegate. The term of office will commence on July 1 of the year in which the delegate is elected. A delegate may serve only one four year term. Exceptions to this rule are detailed in article III section 3, wherein, under certain circumstances, a delegate may be asked to serve an additional year, or to substitute for a delegate at a caucus or House of Delegates session.
4. *Responsibilities of the Delegate.*
- A. Attend all sessions of the ADA House of Delegates during the four-year term of office.
 - B. Attend the ADA Fourth District Caucus, if possible, during each of the four years of the term of office. The caucus is held several months prior to the annual House of Delegates meeting; the location of the caucus rotates among the states and territories that constitute the ADA Fourth District.
 - C. Represent the position and the interests of the PHS constituent body of dentists, rather than individual interests.
 - D. Write an article for each issue of the Federal Dental News, as a representative of the PHS constituent body of dentists; the articles are authored by the voting delegate, with input from the alternate delegate.
 - E. Informing the PHS constituent body of dentists of important issues that will come before the ADA House of Delegates and soliciting input. The alternate delegate and the voting delegate will work together on this activity.
 - F. Providing a report in written (electronic or hardcopy) format to the PHS constituent body of dentists detailing the outcomes of issues relevant to public health that came before the ADA House of Delegates. The alternate delegate will assist the voting delegate in providing a summary of the important resolutions and the actions that were taken.
 - G. Work with the office of the CDO and the ADA to keep the PHS constituent body of dentists informed of issues that affect the professional practice of dentistry.
 - H. Inform the DSC chairperson and co-chairperson with as much advance notice as possible of any situation that may prevent him/her from carrying out the duties of the position.

5. *Conduct an election.* Nominations for the position of delegate will be reviewed by the DSC to determine if the potential candidate meets the minimum criteria as listed above. The election will be held every two years in January following the solicitation period from October to January (see article III section 3.B for exception). A ballot will be prepared and distributed to the PHS constituent body of dentists through the most expedient means available. A minimum response time of two weeks will be allowed. The votes will be tallied by the chairperson and/or co-chairperson. A copy of the individual ballots will be maintained by the DSC for a minimum of two years. **The election of the ADA Delegate is contingent upon the recommendation and approval of the Dental Professional Advisory Committee and the Chief Dental Officer of the USPHS.** An announcement of the election results will be prepared and distributed to the PHS constituent body of dentists in a timely manner, using the most expedient means available. **Following the election, the DSC will forward the names of the top three candidates to the DePAC and the Chief Dental Officer for selection.**

6. *Contingency plans*

- A. Single qualifying nominee. In the event that only one qualified individual is nominated, the DSC may appoint that individual to the position by acclimation.
- B. No qualifying nominee. In the event that no qualified individual is nominated, the chairperson of the DSC, in concert with the CDO, will contact the outgoing delegate and ask him or her to accept the position of alternate delegate for one year. If the outgoing delegate is unable to accept the position, the chairperson of the DCS will contact former delegates, beginning with the penultimate delegate and working backwards in a time-wise fashion with respect to their terms of office. In the event that no former delegate is able to accept the position of alternate delegate for one year, the DePAC Chair will solicit nominations from the chief dental officer of each program or agency, or, if there is no chief dental officer, from the senior dentist, of suitable candidates to fill the position. The DePAC Chair, with concurrence from the PHS Chief Dental Officer, will select an appropriate candidate for the one-year interim alternate delegate position. A new election will be held between the months of October and January of the following year. The newly elected delegate will serve a three year term, i.e., one year as alternate delegate, and two years as voting delegate. The name of the new delegate will be formally submitted by the CDO to the ADA for credentialing.
- C. Voting delegate or alternate delegate unable to attend a House of Delegates annual meeting or a Fourth District Caucus. The DSC will work with the office of the CDO to ensure appropriate representation at the Fourth District caucus. Priority request will be to former delegates, beginning with the most recent past delegate, and working backward in time, with

respect to term of office. The DSC will work with the office of the CDO to ensure that the ADA and the Fourth District caucus host state or territory is informed in a timely manner of the substitution. If a voting or alternate delegate is unable to attend an ADA House of Delegates meeting, the same process will be followed, with the additional step that the name of the new delegate will be formally submitted by the CDO to the ADA for credentialing. If the voting delegate is unable to attend, the alternate delegate will assume the position of the voting delegate for that meeting, and the substitute delegate will serve as the alternate. Prior to the meeting, the substitute delegate will assist the voting delegate in sharing information about the substantive issues that will come before the Caucus or House and gain input from the PHS constituent body of dentists. Following the meeting, the substitute will assist the voting delegate in summarizing the important issues and outcomes and sharing the information with the PHS constituent body of dentists.

- D. Member of the DSC self-nominates, or intends to self-nominate, or is nominated and agrees to run, for the delegate position. A member of the DSC who determines that s/he would like to run for the delegate position will inform the chairperson and co-chairperson of the DSC immediately upon making this decision. The DSC member will be recused from activities from the time the decision to run is made known, and will remain recused until the new delegate is named.

Article V: Meetings

1. *Frequency of Meetings.* Meetings of the DSC will be held as needed. Because the main activity of the DSC occurs every two years, meetings will take place between the months of October to January, on a biennial basis. Communication among the DSC will be handled through the most efficacious means available, including electronic mail and telecommunication.
2. *Records and Reporting.* The DSC will announce the election results to the PHS constituent body of dentists through the most efficacious means available, including printed and/or electronic newsletters and/or listservs. The DSC will also report the election results to the DePAC and to the office of the Chief Dental Officer. The DSC will maintain a permanent file of the official election results. The DSC will work with the office of the Chief Dental Officer to ensure that the name of the new delegate is transmitted in a timely manner to the appropriate office at the American Dental Association.

Article VI: Amendments

The DSC written charter must be, and shall remain, consistent with the DePAC bylaws. Biennially, the DSC will review the charter and present any recommended modifications to DePAC for its approval.

Article VI - Orientation of the new workgroup chair

- Orientation of the new workgroup chair shall be completed within 1 month of the election of the new chairperson.

Article VII - Attachments

- Attachment A: Self-Nomination Form for DePAC Membership

Attachment A:

**DENTAL PROFESSIONAL ADVISORY COMMITTEE (DePAC)
SELF-NOMINATION FORM
Three-year term**

The Dental Professional Advisory Committee (DePAC) is seeking nomination for X positions for voting membership for three-year term.

The Dental Professional Advisory Committee (DePAC) provides advice and consultation to the Surgeon General and the Chief Dental Officer on professional and personnel issues related to the Dental Category. Members are required to be available for the scheduled meetings during the three-year term. Meetings are typically held via teleconference.

Qualified candidates will be identified primarily through nominations by the DePAC, the Chief Dental Officer, and self-nominations. Candidates may be Commissioned Corps officers (CC) and Civil Service (CS) Dentists working within DHHS/DHS/DOJ. Candidates must receive initial approval and subsequent support from their immediate supervisor* and agency liaison (for Coast Guard only). DePAC members are selected to represent Public Health Service user agencies, field and headquarters locations, CS employees and CC, based upon the nominee’s commitment to public health activities. The Surgeon General makes final approval for DePAC membership.

All CC candidates must meet current Corps policies to include, but not limited to, Corps-wide readiness requirements from the time of the application deadline through appointment and subsequent one-year DePAC term. DePAC may request OFRD to check member basic readiness status at any time during a term.

Nominees, by virtue of their application, agree to attend monthly DePAC meetings (in person or by phone) and actively participate in ongoing DePAC activities, including membership and leadership of one or more subcommittees or workgroups.

Required Endorsement/Recommendation

*Please have your Supervisor directly e-mail a statement to the Membership Workgroup Chair (email address) stating support of your involvement in DePAC activities.

[Sample statement: “I support the DePAC nomination for (officer’s name)”]

****Coast Guard Officers:** Please note different chain of command prior to requesting your

Agency Liaison to send statement of recommendation.

1. Discussion with immediate supervisor for endorsement
2. SDE/Regional Practice awareness and endorsement
3. HSWL SC SDE awareness and approval
4. CG-112 program manager

Self-Nomination Form

I am interested in serving on the DePAC for a 3-year term beginning January 20XX. I have included a copy of my current curriculum vitae** and have completed the table below.

**All Commissioned Corps candidates must use the approved Dental Category CV format.

For Commissioned Officers: I affirm that I currently and will continue to meet all Commissioned Corps' standards and requirements and understand that non-compliance can result in actions to include probation, suspension, or removal from DePAC.

ALL CANDIDATES please complete table below:

Candidate Name	
Address	
Address (line 2)	
City	
State	
Zip	
Phone	
Fax	
E-mail	
Agency	
Supervisor's Name	
Supervisor's E-mail address	
Supervisor's Phone	

Each year there are a limited number of seats available on the DePAC Voting Committee with numerous applications from outstanding dental officers. We highly encourage resubmitting a self nomination form next year if not selected.

Have you submitted a DePAC self nomination form in the past?

If yes, please list the years in which you have submitted.

If I am not selected for committee membership, I would be interested in participating in the following DePAC activities (Please rank by number the subcommittees/workgroups that you would be interested in joining with #1 being the most important to you and so forth):

List rank order of preference	Subcommittees/Workgroups (SC/WG)
	Awards WG
	Communications WG
	Readiness/Deployment WG
	Billets/Appointment WG
	Membership WG
	Mentoring WG
	Recruitment WG
	Retention WG
	Women's Issues SC
	Minority Issues SC

Please directly enter or cut and paste your responses. Ample space will become available.

1. Briefly describe your interest in DePAC and describe any previous experiences, level of involvement, and significant impact you had on any DePAC workgroups or non-DePAC committees.

2. Briefly describe any exceptional performance of duty during your Public Health Service Career.

3. List specific examples that display your ability to be innovative and creative.

4. What leadership skills and career experiences can you bring to DePAC that will be helpful as a Voting member?

5. List examples of your dedication to the Public Health Service and its goals.

Please return complete packet (including CV) electronically by the close of business (COB) on **August 19, 20XX** to:

DePAC Executive Secretary (name)

Please CC copies of all submission to:
DePAC Chair (name) and DePAC Vice-Chair (name)

F. Mentoring Workgroup

Article I: Purpose

- The purpose of the Dental Professional Advisory Committee (DePAC) Commissioned Corps Mentoring Workgroup is to provide a mechanism for transferring the accumulated career knowledge and experience of senior officer mentors to junior officer protégées.

Article II: Objectives & Activities

- Provide each newly commissioned dental officer with a mentor from within his/her agency but outside his/her chain of command.
- Evaluate the program on a regular basis in order to gauge program effectiveness.
- Update and maintain the Mentor Resource Page.
- Maintain an active file of mentor volunteers
- Develop and maintain the Mentoring Database for tracking mentor and protégée participants, mentor/protégée pairings, and evaluations

Article III: Membership

- The Chairperson of the Mentoring WG will be a voting member of the DePAC.
- There will be no set number of workgroup members; this issue will be at the discretion of the workgroup chair. Volunteers will be solicited, with every effort to

secure members from a broad range of agencies. Non-DePAC members are eligible and encouraged to participate.

1. Selection of members: The Chair shall select at his/her discretion all members of the workgroup without a full vote required of the DePAC.
2. Voting: Each member of the workgroup shall have one vote for all workgroup votes.
3. Term: Each member of the workgroup will have a term of one year (Jan. 1 - Dec. 31). Members may be reappointed by the Chair at his/her discretion. The term of the Mentoring WG Chair is set by the DePAC. The Chair's successor need not be a workgroup member.

Article IV: Meetings

- Schedule: Meetings are held on an intermittent basis depending on the needs of the DePAC and the workgroup. Conference calls, e-mail discussions, and in-person conferences (if the opportunity so arises, e.g., concurrent with the COA meeting) will be utilized.
- Quorum: If a vote is required, a simple majority is required. Most issues with the workgroup are dealt with on a consensus basis.
- Notification: Members will be informed of scheduled meetings via e-mail or phone.
- Minutes: The Chair or an appointed member will record minutes and report appropriately to the DePAC.

Article V: Orientation of the New Mentoring WG Chair

- The outgoing Mentoring WG Chair shall orient the incoming workgroup chair prior to the January DePAC meeting. The following will be transferred to the new Chair:
 1. All WG reports submitted to the DePAC over the previous twelve months.
 2. Mentoring Database
 3. Mentor Reference Page
 4. A summation of activities of the previous year, including upcoming events, partially completed activities, and goals set forth for the current year. This may be an oral report.
 5. A copy of the Bylaws
 6. Mentoring Program Operation Manual

Article VI: Amendments

- The Mentoring WG may recommend changes to these Bylaws; amendments must be approved by a vote of the DePAC. Notification of proposed additions, deletions, or changes to these Bylaws must be sent in writing to all DePAC members prior to final approval.

G. Minority Issues Subcommittee

Article I – Purpose

- The Minority Issues Sub-Committee (MIS) provides advice and consultation to the Dental Professional Advisory Committee (DePAC) on issues related to the professional practices and personnel activities of Civil Service and Commissioned Corps minority dental professionals. In carrying out its responsibilities, MIS operates in a staff capacity and does not substitute for line management or in any way exercise the prerogatives of the operating programs. While its members are chosen from the respective PHS agencies and organizations, they neither represent agency management nor speak for the agency. They are knowledgeable health professionals who represent a cross section of the interests, concerns, and organizations staffed by PHS personnel.

Article II - Objectives

- Identify and facilitate resolution of issues of concern as they relate to PHS minority dentists and their professional areas.
- Assess PHS personnel needs and assist in meeting those needs through activities in recruitment, training, utilization, and recognition of minority dentists.
- Develop position papers, statistical reports, and/or guidelines where appropriate, to advise and comment on matters relating to the personnel issues and professional practices of minority dentists.
- Promote the development and utilization of minority professionals by the PHS and other governmental programs.
- Promote cooperation and communication among minority dentists and professional organizations.
- Act as a liaison for minority dentists within and among PHS components.
- Provide representatives from MIS to other DePAC subcommittees to assure that minority issues are addressed within those committees.

Article III - Functions & Activities

- Provide to DePAC general advice and recommendations:
 1. Review and comment on issues referred to the MIS by the DePAC
 2. Deliberate issues, develop finds, and present recommendations to the DePAC.
- Act as a resource to DePAC for career development of minority dental professionals.
 1. Advise on Commissioned Corps and Civil Service (CC/CS) career development.
 2. Advise on issues related to PHS promotion practices and, for commissioned officers, assimilation into regular corps of minorities.
- Provide advice and assistance to DePAC on staffing issues as they related to minorities:
 1. Assess and project need for minority representation for dental staff levels both CC/CS throughout PHS.
 2. Provide advice on the goals, objectives, and procedures designed to meet PHS

- staffing needs.
3. Provide guidance for recruitment of minority candidates to the short-term student affiliation programs (COSTEP, summer students, etc.).
 4. Develop and/or review and critique, category-specific PHS recruitment materials, procedures, and programs.
 5. Help establish networks of current, as well as former PHS minority professionals, who can assist and facilitate recruitment activities.
- Communicate and encourage appropriate use of awards/recognition systems.
 - Serve as a communication link and information resource:
 1. Communicate through DePAC CC/CS dental professional staff important information concerning professional, ethical, technical, or personnel management issues relating to minorities.
 2. Encourage individual membership in and involvement with other professional organizations in order to promote open communications with non-PHS colleagues.
 3. Ensure the distribution of minutes and/or other materials development by the MIS to DePAC.
 - This listing of functions is not all inclusive and additional functions may be added in the future.

Article IV - Membership

- **Basic Eligibility Requirements:** Full-time CC/CS dental health professionals, at the time they are nominated or appointed must meet the eligibility requirements for initial appointment to their respective personnel systems.
- **Membership:** The MIS shall consist of voting members and one advisory member.
- **Organizational Representation:** Members should represent as many different PHS agencies as possible.
- **Minority Representation:** MIS is open to any gender, race and ethnic groups within the Dental Category.
- **Nomination process/term of appointment**
 1. Persons interested in membership to the MIS Workgroup should submit self-nominations to the MIS Chairperson or any current MIS Workgroup member.
 2. MIS members serve at the discretion of the current MIS Chairperson. Every effort will be made to offer MIS membership to all interested, qualified CC/CS dentists. If the interest in MIS membership exceeds MIS's ability to accommodate all, the MIS Chairperson may limit the term of appointment for members as follows: A) to two years per appointment. B) may be re-appointed to serve up to three consecutive years; and C) members completing three consecutive years on the MIS are eligible for another term after one year has elapsed.
 3. The operational year for the MIS will be the first day of the calendar year and end on the last day of the same year (January 1 and December 31).
- **Chairperson.** The MIS Chairperson or Co-Chairpersons will be appointed by the DePAC Chair. Nominations from the MIS workgroup can also be submitted to the DePAC Chair for considerations. The MIS Chairperson and Co-Chairperson must be

a voting member of DePAC and meet the eligibility requirements for membership to MIS. The MIS Chairperson or Co-Chairperson will be appointed for a one-year term (or until a replacement is named) and may be re-appointed at the discretion of DePAC.

Article V – Meetings

- MIS shall develop its own internal operations and procedures, but these shall include, at a minimum, the following:
 1. Frequency of Meetings: Meetings will be held once per month at a minimum or more frequently as the MIS deems appropriate. (These may be accomplished through telecommunication.)
 2. Agenda: A meeting agenda and appropriate background material is to be made available to the members.
 3. Records: Meeting minutes will be taken during each MIS meeting.
 4. Reports of each MIS meeting will be developed and submitted prior to the next DePAC meeting.
 5. The MIS must establish a system to maintain a permanent file of the official reports of the MIS.

Article VI – Amendments

- The MIS formal written bylaws must be consistent with the DePAC charter.
- Annually the MIS will review the bylaws and present any recommended modifications to DePAC for their approval.

H. Recruitment Workgroup

Article I: Purpose

- The purpose of the DePAC Recruitment Workgroup is to make recommendations to DePAC on items that reflect the recruiting of USPHS Dental Officers and the standards to which new officers are appointed.

Article II: Objectives & Activities

- To support and maintain communication between the DePAC and the Division of Commissioned Corps Recruitment (DCCR).
- Act in a liaison role between DCCR and DePAC.
- Analyze the Dental Corps of the USPHS in relation to other uniformed services dental corps.
- Maintain the Dental Category appointment standards and construct changes to be advised to DePAC to reflect the changing role of the Commissioned Corps.
- Submit pertinent information from the workgroup to the newsletter.

- Submit pertinent information from the workgroup to be disseminated through the Dental Bulletin Board.
- Identify opportunities for recruitment activities and facilitate the utilization of those opportunities.
- Investigate further methods available to establish and maintain a fully staffed and qualified dental corps.

Article III: Membership

- The Chairpersons of the Recruitment WG will be voting members of the DePAC.
- There will be no set number of workgroup members; this issue will be at the discretion of the workgroup chair. Volunteers will be solicited, with every effort to secure members from a broad range of agencies. Non-DePAC members are eligible and encouraged to participate.
- Selection of members: The Chair shall select at his/her discretion all members of the workgroup without a full vote required of the DePAC.
- Voting: Each member of the workgroup shall have one vote for all workgroup votes.
- Term: Each member of the workgroup will have a term of one year (Jan. 1 - Dec. 31). Members may be reappointed by the Chair at his/her discretion. The term of the Recruitment WG Chair(s) is set by the DePAC. The Chairs' successors will be appointed by the DePAC XC and he/she does not need to be a workgroup member.

Article IV: Meetings

- Schedule: Meetings are held on an intermittent basis depending on the needs of the DePAC and the workgroup. Conference calls, electronic mail discussions, and in-person conferences (if the opportunity so arises, e.g., concurrent with the COA meeting) will be utilized.
- Quorum: If a vote is required, a simple majority is required. Most issues with the workgroup are dealt with on a consensus basis.
- Notification: Members will be informed of scheduled meetings via e-mail or phone.
- Minutes: The Chair or an appointed member will record minutes and report appropriately to the DePAC.

Article V: Orientation of the New Recruitment WG Chairs

The outgoing Recruitment Workgroup Chairs shall orient the incoming workgroup chairs prior to the January DePAC meeting. The following will be transferred to the new Chairs:

- All WG reports submitted to the DePAC over the previous twelve months.
- All deployment after-action reports and summary reports submitted over the previous twelve months.

- A summation of activities of the previous year, including upcoming events, partially completed activities, and goals set forth for the current year. This may be an oral report.
- A copy of the Bylaws.

Article VI: Amendments

The Recruitment WG may recommend changes to these Bylaws; amendments must be approved by a vote of the DePAC. Notification of proposed additions, deletions, or changes to these Bylaws must be sent in writing to all DePAC members prior to final approval.

I. Retention Workgroup

Article I: Purpose

- The purpose of the DePAC Retention Workgroup is to make recommendations to Chief Professional Officer /DePAC on items that reflect the retention of USPHS Dental Officers.

Article II: Objectives & Activities

- Perform duties as assigned by the DePAC Chief Professional Officer and Chair.
- Give updates to the DePAC Executive Committee and the Recruitment Workgroup on retention.
- Contribute, support and supplement the Recruitment Workgroup as needed.
- Review changes to the special pays and incentives for the Dental Corps.
- Assist the DePAC Executive Committee in efforts to promote special pays for Dentist.
- Continuously monitor the Dental Corps of the USPHS and Associate Dentist in relation to other uniformed services dental corps.
- Research and analyze work environment/agency opportunities that will benefit retention and facilitate the utilization of those opportunities.
- Explore methods that would provide the USPHS with a fully staffed Dental Corps.

Article III: Membership

- The Chairpersons of the Retention WG will be voting members of the DePAC
- There will be no set number of workgroup members; this issue will be at the discretion of the workgroup chair. Volunteers will be solicited, with every effort to secure members from a broad range of agencies. Non-DePAC members are eligible and encouraged to participate.
- Selection of members: The Chair shall select at his/her discretion all members of the workgroup without a full vote required of the DePAC.
- Voting: Each member of the workgroup shall have one vote for all workgroup votes.
- Term: Each member of the workgroup will have a term of one year (Jan. 1 - Dec. 31).

Members may be reappointed by the Chair at his/her discretion. The term of the Retention WG Chair(s) is set by the DePAC. The Chairs' successors need not be a workgroup member.

Article IV: Meetings

- **Schedule:** Meetings are held on an intermittent basis depending on the needs of the DePAC and the workgroup. Conference calls, electronic mail discussions, and in-person conferences (if the opportunity so arises, e.g., concurrent with the COA meeting) will be utilized.
- **Quorum:** If a vote is required, a simple majority is required. Most issues with the workgroup are dealt with on a consensus basis.
- **Notification:** Members will be informed of scheduled meetings via e-mail or phone.
- **Minutes:** The Chair or an appointed member will record minutes and report appropriately to the DePAC.

Article V: Orientation of the New Retention WG Chairs

The outgoing Retention Workgroup Chairs shall orient the incoming workgroup chairs prior to the January DePAC meeting. The following will be transferred to the new Chairs:

1. All WG reports submitted to the DePAC over the previous twelve months.
2. Any copies of the former Appointment workgroup members.
3. A summation of activities of the previous year, including upcoming events, partially completed activities, and goals set forth for the current year. This may be an oral report.
4. A copy of the recent bylaws.

Article VI: Amendments

The Retention WG may recommend changes to these Bylaws; amendments must be approved by a vote of the DePAC. Notification of proposed additions, deletions, or changes to these Bylaws must be sent in writing to all DePAC members prior to final approval

J. Women's Issues Subcommittee

Article I: Purpose

- The Women's Issues Subcommittee (WIS) provides advice and consultation to the Dental Professional Advisory Committee on issues related to the professional practices and personnel activities of Civil Service and Commissioned Corps women dentists. In carrying out its responsibilities, WIS operates in a staff capacity and does not substitute for line management or in any way exercise the prerogatives of the operating programs. While its members are chosen from the respective Public Health Service agencies and organizations, they neither represent agency management nor

speak for the agency. They are knowledgeable health professionals who represent a cross section of the interests, concerns, and organizations staffed by the PHS personnel.

Article II: Objectives & Activities

- Identifying and facilitating resolution of issues of concern as they relate to PHS women dentists and their professional areas.
- Assessing PHS personnel needs and assisting in meeting those needs through activities in recruitment, training, utilization, and recognition of women dentists.
- Developing position papers, statistical reports, and/or guidelines where appropriate, to advise and comment on matters relating to the personnel issues and professional practices of women dentists.
- Promoting the development and utilization of women professionals by the PHS and other government programs.
- Promoting cooperation and communication among women dentists and professional organizations.
- Promoting all aspects of women's health throughout the agencies and programs in PHS.
- Providing liaison among women dentists within and among PHS components.
- Providing representatives from WIS to other DePAC workgroups to assure that women's issues are addressed within those committees.

Article III: Membership

- **Basic Eligibility:** Full-time CC/CS dental health professional, at the time they are nominated or appointed must meet the eligibility requirements for initial appointment to their respective personnel systems.
- **Size of WIS:** The WIS shall have no fewer than seven voting members and no less than one advisory member.
- **Organizational Representation:** Members should represent as many different PHS agencies as possible utilizing dentists.
- **Geographic Considerations:** The WIS should have as members, at least two individuals whose regular duty station is geographically removed by a distance of 75 or more miles from Washington Metropolitan Area.
- **Gender Composition:** It is recommended that the WIS should include in its membership at least one male and one female member.
- **Minority Representation:** It is recommended that the WIS should include within its membership a minimum of one voting member from a racial minority as defined by the Federal Equal Opportunity Commission (Minority and gender requirements cannot be satisfied simultaneously by a single member).
- **Nomination Process/Term of Appointment**
 1. The WIS Chairperson will be a voting member of DePAC and meet the eligibility requirements for membership to WIS. The Chairperson will be appointed for a one year term or until a replacement is named and may be reappointed at the discretion of DePAC.

2. WIS members serve at the pleasure of the current WIS Chairperson. Every effort will be made to offer WIS membership to all interested, qualified PHS dentists. If the interest in WIS membership exceeds WIS's ability to accommodate all, the WIS Chairperson may limit the term of appointment for members as follows: (1) to two years per appointment, (2) may be reappointed to serve up to three consecutive years on the WIS, (3) members completing three consecutive years on the WIS are eligible for another term after one year has elapsed.
- The operation year for the WIS will be the first day of the calendar year and end on the last day of the same year (January 1 through December 31).

Article IV: Meetings

- Frequency of Meetings: Meetings will be held once per quarter at a minimum or more frequently as the WIS deems appropriate. (These may be accomplished through telecommunication).
- Agenda: A meeting agenda and appropriate background material is to be made available to the members.
- Records and Reporting
 1. Reports of each WIS meeting will be developed and submitted at the next DePAC meeting by the WIS chairperson.
 2. The WIS must establish a system to maintain a permanent file of the official reports of the WIS.

Article V: Orientation of the New Women's Issues Chair

- The outgoing WIS Chairperson will orient the incoming chairperson by February 1 of each year. Copies of workgroup reports, minutes, bylaws, important group documents and summary of workgroup activities will be given to the incoming chairperson by February 1.

Article VI: Amendments

- The WIS formal written bylaws must be consistent with the DePAC charter. Annually, the WIS will review the charter and present any recommended modifications to DePAC for their approval.

Article VII: Functions of the WIS (Appendix B)

- Provide to DePAC general advice and recommendations:
 1. Review and comment on issues referred to the WIS by the DePAC.
 2. Deliberate issues, develop findings, and present recommendations to the DePAC.
 3. Provide advice on the relationship of women in the dental category (i.e. providing nominations for DePAC, promotion boards, OSG workgroups, etc.)
 4. Provide advice on women's personnel and health care issues
- Act as a resource to DePAC for career development of women dentists.
 1. Advise on CC/CS career development
 2. Advise on operating practices concerning the appropriate/optimum use of women personnel to meet PHS needs and the needs of the individual.

3. Advise on issues relate to PHS promotion practices and, for CC officers, assimilation into regular corps.
 4. Identify both continuing and long-term intramural/extramural educational needs for women dentists and identify and recommend training and/or experience opportunities designed to meet those needs in concert with the career development workgroup.
- Provide advice and assistance to DePAC on staffing issues as they relate to women:
 1. Assess and project need for women representation for dental staff levels both CC/CS through PHS.
 2. Provide advice on the goals, objectives and procedures designed to meet PHS staffing needs.
 3. Provide guidance for recruitment of women candidates to the short-term student affiliation programs (COSTEP, summer students, etc.
 4. Develop and/or review and critique category-specific PHS recruitment materials, procedures, and programs.
 5. Help establish networks of current and former PHS women professionals who can assist and facilitate recruitment activities.
 6. Provide guidance to PHS recruiters concerning the recruitment of qualified women dental candidates.
 7. Assist the career development workgroup in the development of orientation materials for newly hired women dentists and provide advice/recommendations concerning orientation programs.
 - Communicate and encourage appropriate use of awards/recognition systems.
 1. Maintain cognizance of the existing CS/CC officer award programs and opportunities and review their application to women dentists.
 2. Identify, establish, and help administer special professional discipline-specific awards in support of women's representation.
 - Serve as a communication link and information resource:
 1. Communicate through DePAC CC/CS dental professional staff important information concerning professional, ethical, technical, or personnel management issues relating to women.
 2. Encourage individual membership in and involvement with women's societies and professional organizations in order to promote open communications with non-PHS colleagues.
 3. Ensure distribution of minutes and/or other materials developed by the WIS to DePAC.
 - This listing of functions is not all-inclusive and additional functions may be added in the future.

V. Operations and Procedures

A. Operational Year of the Dental Professional Advisory Committee

The DePAC operational year shall be from January 1 through December 31. Newly elected officers and newly appointed members will begin their term in January of the operational year.

B. Procedures

1. Meetings

Pursuant to the DePAC Charter (Section X - “meetings will held at a minimum once per quarter or more frequently as the DePAC deems appropriate”), the DePAC meets on a monthly basis, with the possible exceptions of the month of the COA meeting and during the holiday period of November/December. Dates for the monthly meetings are determined by the Chief Dental Officer and DePAC Chairperson. The Chairperson is responsible for securing the appropriate conference call line for the scheduled meetings. The Chief Dental Officer is requested by the DePAC to provide the conference call funding for the monthly DePAC meeting.

- **Agenda:** The Chairperson will develop the agenda in conjunction with the Chief Dental Officer and the Vice Chair. The Chairperson and/or the Executive Secretary will make available to the DePAC members the agenda and appropriate background material prior to the meeting. Agenda items shall include reports from the Chief Dental Officer, the Chairperson, the Vice Chair, Subcommittee and Workgroup Chairs, and other items as appropriate, e.g., guest speakers, ad hoc committee reports, new business, etc.
- **Records and Reports**
 1. Minutes of each DePAC meeting will be developed and a draft prepared and circulated to the Chief Dental Officer, the Chairperson, and the Vice Chair for a preliminary review. The minutes will thereby be circulated electronically to the DePAC members one week prior to the next DePAC meeting, at which any final revisions will be noted. Pursuant to the DePAC Charter, the minutes will be archived accordingly. In addition, a copy of the DePAC minutes shall be made available on the Dental Category website.
 2. Workgroup and Subcommittee reports will be made available for distribution to members one week prior to the monthly DePAC meeting.
- **Quorum:** Pursuant to the Charter (Section X), a quorum consists of 50 percent of the DePAC’s voting membership.
- **Voting:** Where voting is required or appropriate, action will be determined by simple majority of the voting members present.

- **Attendance:** DePAC members are expected to be present at all meetings
- via teleconferencing. Failure to attend three or more meetings per three year term without just cause will result in expulsion from the DePAC. Also, failure to attend six or more meetings per three year term, excused or unexcused, will be justification for removal from DePAC at the discretion of the DePAC Chair and Chief Dental Officer.

2. Basic Readiness of DePAC Members

- All commissioned Officer DePAC nominees and current members must meet current Corps' policies for officers, to include but not limited to Corps-wide Readiness requirements. Commissioned Officer nominees will not be considered for DePAC membership if they do not meet current Corps Readiness requirements from the time of the application deadline through the time they are approved by the Office of the Surgeon General for PAC approved.
- DePAC may request, at the discretion of the DePAC Chair, that OFRD check member basic readiness status at any time during a term. At the discretion of the Chief Dental Officer, failure to meet basic readiness status MAY result in actions to include probationary status, suspension, or removal from DePAC.