United States Public Health Service (USPHS) 
Junior Officer Advisory Group (JOAG) 

Strategic Plan FY 2021-2025
History
In 1999, the Commissioned Corps leadership recognized the critical importance of developing a means for the Corps to obtain advice and consultation from junior officers (JOs) in formulating policy and developing career related programs. RADM Michael Blackwell, Chief of Staff, convened a meeting of select JOs and formalized the Junior Officer Ad-Hoc Advisory Group (JOAHAG).

JOAHAG was charged to develop and implement an advisory group for PHS JOs. Their first priority was to assess the needs of JOs and to develop an advisory group. Subsequently, they drafted a Charter and successfully formed and implemented the Junior Officer Advisory Group (JOAG). On December 7, 2001, VADM David Satcher, Surgeon General, officially chartered JOAG.

Mission
To provide advice and consultation to the Surgeon General and other Corps and non-Corps entities on interests and concerns specific to JOs in the United States Public Health Service (USPHS) Commissioned Corps.

Vision
Empowering EVERY junior officer to lead.

Who We Are
JOAG is a vibrant group of JOs of the United States Public Health Service who seek to enhance their professional experience by involvement in group activities that further JOAG's mission.

JOAG members are JOs at the rank of LCDR/O4 and below. The JOAG members are from each of the PHS categories and are stationed throughout PHS agencies, and those non-PHS programs routinely staffed by Commissioned Corps officers. JOAG consists of knowledgeable JOs who represent a cross section of the interests, concerns, and responsibilities of JOs.

What We Do
JOAG serves in a resource, advisory, and liaison capacity to assist in the development and coordination of activities related to JOs in the Commissioned Corps with the following specific functions:

• Identify and advocate on behalf of JOs’ issues and concerns;
• Assist the Office of the Surgeon General, Division of Commissioned Personnel, Professional Advisory Committees and Chief Professional Officers in the assessment of personnel needs and recruitment, training, utilization, and recognition of JOs;
• Develop position papers, statistical reports, and/or guidelines where appropriate, to advise and comment on issues relating to staffing and utilization, professional practice, and personnel activities affecting JOs;
• Promote JO development and utilization;
• Promote cooperation and communication between junior and senior officers throughout the USPHS;
• Serve as a liaison between JOs and other USPHS or external components; and
• Serve as communication link and informational resource for JOs.
FY 2021-2025

Strategic Goals Overview

The JOAG Strategic Planning Subcommittee within the JOAG Policy and Procedures Committee refined and documented years of work in setting the JOAG vision and strategy into this FY 2021-2025 Strategic Plan. This plan was developed through a deliberate and inclusive process, which engaged JOAG membership and leadership. We designed this plan to allow JOAG members to see their contribution to the JOAG mission, and to set forth key goals to guide our organization over the next five years.

The JOAG Strategic Goals will guide resource decisions, programs and operations to meet the changing needs and expectations of JOs.

The FY 2021-2025 Strategic Plan outlines how we will continue to support JOs, improve the JOAG membership experience, and modernize our operations.

We will monitor our progress against the plan on a recurring basis, review our organizational performance, study changes in our environment and update the plan as needed.

We have confidence we’ll achieve our mission and vision through a steadfast execution of our strategy. We have been and will continue to be successful because of our talented and dedicated membership.
Our Five Strategic Goals

Goal 1. Provide advice and consultation to the Surgeon General and other Corps entities on issues affecting junior officers

Strategic Objectives:

1.1 Collect feedback from JOs to identify needs, gaps, barriers, and facilitators for professional development, recruitment, retention, readiness, and resilience.
1.2 Analyze input, disseminate results, and implement action plans based on JO feedback.
1.3 Disseminate information addressing relevant Corps issues affecting JOs.

Goal 2. Support the Surgeon General’s priorities

Strategic Objectives:

2.1 Promote prevention and control strategies based on the current Surgeon General’s priorities.
2.2 Disseminate research and development initiatives to end tobacco epidemic.
2.3 Engage public to strengthen community health and foster economic prosperity.
2.4 Disseminate prevention and control measures for emergent public health threats.
2.5 Promote JO development and utilization to respond to emergent public health threats.
2.6 Increase awareness of the importance of oral health and promote science and technology to understand poor oral health as a public health issue.

Goal 3. Serve as a resource and support network for junior officers

Strategic Objectives:

3.1 Develop and disseminate tools and resources for JO readiness and resiliency.
3.2 Enhance JO camaraderie and networking opportunities.
3.3 Provide resources to support JO morale, welfare, recreation, PCS and other life events.
3.4 Update JOs on PHS policies, resources, and programs to encourage officer compliance.
Goal 4. Foster the development of junior officers

**Strategic Objectives:**

4.1 Develop and disseminate tools and trainings for JO development.
4.2 Provide opportunities for JOs to serve in leadership roles.
4.3 Create opportunities for JO exposure to officership and career enhancement resources.
4.4 Provide opportunities for JOs to serve as mentors and mentees.
4.5 Recognize and award officers in recognition of their significant accomplishments with JOAG and PHS.

Goal 5. Increase visibility of the Corps

**Strategic Objectives:**

5.1 Engage the broader health community by hosting public health seminars and trainings.
5.2 Engage the public through JOAG platforms to enhance health communication messages and promote JOAG activities.
5.3 Develop agreements to engage in public health and community service events.
5.4 Increase PHS and JOAG awareness with sister services and public health partners.
5.5 Highlight and promote JOs’ accomplishments through JOAG platforms.
5.6 Increase JO engagement and participation in JOAG activities and products.