DEPARTMENT OF HEALTH AND HUMAN SERVICES
Public Health Service

Chapter CC23 – Staffing
Subchapter CC23.1 - Recruitment
Personnel INSTRUCTION 6 – Associate Recruiter Program

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Section A. Purpose and Scope

1. The Associate Recruiter Program (ARP) is designed to support the recruitment of qualified candidates for appointment into the Commissioned Corps of the U.S. Public Health Service (Corps).

Section B. Authorities

1. Section 203 of the PHS Act (42 U.S.C. § 204).

2. 42 C.F.R. § 21.1 to 21.58.

3. Executive Order (EO) 11140, dated 30 January 1964.

4. Reorganization Plan No. 3 of 1966, dated 25 June 1966.

5. The responsibility for assuring the day-to-day management of the Corps has been delegated to the Surgeon General (SG) of the U.S. Public Health Service (PHS) (68 FR 70507). The SG, as head of the Office of the Surgeon General (OSG), supervises the Office of Commissioned Corps Operations (OCCO) which is responsible for implementing the policies for appointment of Corps officers established by the Assistant Secretary for Health (ASH).

Section C. Service Policy

1. It is the Department of Health and Human Services' (Department or HHS) policy to make full use of existing recruitment resources to obtain candidates for the Corps.

2. Each Corps officer is expected to abide by the Standards of Conduct (See http://dcp.psc.gov/DCP_pubs.asp - click on "Conduct").

3. An officer participating in recruitment activities is expected to maintain all uniform service standards of conduct and ethical behavior. It is critical an officer avoid any appearance of infraction and conduct oneself in a professional manner.

Section D. Definitions

1. The **Associate Recruiter Program** (ARP) is a voluntary program designed to assist a Corps officer or individual affiliated with the Department to recruit potential applicants to the Corps.

2. The **Associate Recruiter Coordinator** (ARC) is responsible for daily oversight of the ARP.

3. An **Associate Recruiter Lead** (ARL) is an officer who promotes the program within a category and creates an Associate Recruiter (AR) network that recruits Corps officers and for whom recruitment is not a primary responsibility.

4. An **Associate Recruiter** (AR) is an officer or individual affiliated with the Department who recruits specifically for the Corps and for whom recruitment is not a primary responsibility.

5. A **Recruiter** is an officer assigned to a billet in which his/her primary duties and responsibilities relate to recruitment.

6. **Current Status** in the ARP is defined by meeting the applicable appointment or currency requirement criteria determined by the ARC in conjunction with the category Chief Professional Officer (CPO), Professional Advisory Committee (PAC) Chairperson, and ARL.

Section E. Eligibility Criteria

1. An officer on extended active duty may serve within the ARP by meeting the following criteria:

   a. Maintain a strong commitment and dedication to the mission, vision, and core values of the Corps;

   b. Successful completion of probationary period with the Corps. *Note:* An exemption can be made by the ARC after consultation with the CPO and category ARL;

   c. Receive an overall performance rating at the above average or outstanding level on most recent Commissioned Officers' Effectiveness Report (COER), or receive a satisfactory or higher narrative statement if recently changed Operating Division (OPDIV)/Staff Division (STAFFDIV)/non-HHS organization to which Corps officer is assigned;

   d. No current or pending disciplinary action;

   e. Meets the requirement of Basic Level of Force Readiness;

   f. Requires three references attesting to the officer's interest, intent, and ability to carry out the role and responsibilities of an AR. These references are provided by the officer's immediate supervisor and two Corps officers attesting to the officer's commitment to the Corps. In a situation where an AR applicant is the only officer at his/her duty station, references from the officer's immediate supervisor and two non-Corps co-workers must be provided with the application;

   g. Completion of the Basic Officer Training Course and the Independent Officer Training Course and awarded the Commissioned Corps Training Ribbon;

   h. Completion of AR introductory training (See Section F., below); and

   i. Exceptions to the above mentioned criteria must be justified by the applicant in writing and approved by the category CPO.

2. Individuals affiliated (e.g., retired Corps officers, academics, civilians) may serve within the ARP by meeting the following criteria:

   a. Maintain a strong commitment and dedication to the mission, vision, and core values of the Corps;

   b. Provide three references attesting to the individual's interest, intent, and ability to carry out the role and responsibilities of an AR; and

   c. Completion of AR introductory training (See Section F., below).

3. An AR appointed prior to the effective date of this INSTRUCTION will be considered to have met the eligibility requirements listed above.

Section F. Training Requirements

1. Training is an important aspect in the development of an AR to recruit potential applicants to the Corps.

   a. Prior to appointment, a potential AR is required to participate in the AR Introductory Program conducted by the Office of Commissioned Corps Operations (OCCO). This program consists of, but is not limited to: concepts of recruitment, legal and ethical issues in recruitment, standards of conduct, recruitment approaches, appointment standards, general OPDIV/STAFFDIV/non-HHS organization information, the application process, and general recruitment administration.

   b. To maintain currency, each AR and ARL must participate in recruitment and retention training at least once in a 3-year period.

2. Each AR and ARL must participate in the yearly online ARP Update conducted by OCCO based on curriculum and material developed by the Office of Commissioned Corps Force Management (OCCFM) and approved by the ASH. The yearly ARP Update must include: a review of Corps policies; recruitment goals; and an on-going review of Section G.1.c., below.

Section G. Requirements to Maintain Current Associate Recruiter Status

1. An AR must meet the following requirements to maintain current status and actively participate in the ARP:

   a. Maintain requirements in listed in Section E.1.c., and e., above;

   b. Participate in a yearly ARP Update and a minimum of one AR training within the preceding 3-year period; and

   c. Participate in a minimum of two activities within a 12-month period from the following list:

      (1) Contact at least five separate potential Corps applicants or conduct a presentation to a group of five or more individuals to talk about Corps programs;

      (2) Spend a minimum of 4 hours staffing a recruiting booth at a national or regional meeting of the recruiter's professional category association (wear the PHS) uniform), e.g., American Dental Association, American Medical Association, American Nurses' Association;

      (3) Precept and/or mentor a Junior Commissioned Officer Student Training and Extern Program (COSTEP) participant, Senior COSTEP participant, resident, or extern for a minimum of 1 month;

(4) Visit a professional category school or local high school for a career day, class lecture, or local student chapter meeting to speak to students about opportunities in the Corps (wear the PHS uniform);

(5) Visit a professional category school to conduct a commissioning ceremony (wear the PHS uniform). Protocol for the ceremony can be acquired from OSG/OCCO/Division of Commissioned Corps Recruitment (DCCR); and

(6) Other presentations or events approved by the ARC.

2. An ARL must meet the above requirements to maintain current status, actively participate in the ARP, and:

a. Promote the ARP in the category, recruit ARs, and maintain a relationship with the ARC and CPO to facilitate the orderly operation of the program;

b. Maintain a minimum of two activities within a 12-month period from the activity list described in Section G.1.c., above; and

c. ARL terms are limited to 3-years; with a maximum of two consecutive terms.

3. Failure to meet the current status requirements will result in removal of the AR from the program. An officer must re-apply to the ARP and meet the eligibility requirements in effect at the time of the new application.

4. Any exceptions to the above mentioned criteria must be justified by the applicant and approved by the category CPO in writing to the ARC.

Section H. Duties and Responsibilities

1. Office of Commissioned Corps Force Management (OCCFM)

a. Advise the ASH on policies, regulations, and programs concerning recruitment strategies, communications and marketing programs, and information technology systems in the support of the Corps;

b. Responsible for the development of recruitment strategies and policies, programs and materials, and other resources for attracting health professional audiences as potential candidates to apply for and become members of the Corps;

c. Plan and provide oversight of public affairs programs designed to raise awareness of the Corps to the public, the press, and other external constituencies, to promote interest in the activities of the Corps; and

d. Develop and provide oversight of information technology and systems to support recruitment, personnel and Corps management functions, and collaborates with OSG on the implementation, usage, and improvement of information technology and systems.

2. Office of the Surgeon General (OSG)

   a. Implement approved programs to assure awareness of the Corps and its career opportunities among health professional, engineering, and information technology schools and associations, provider institutions, and the public;

   b. Implement programs and activities designed to attract new health personnel to the Corps, to attract officers already in the Corps to designated assignments, and to promote the Corps;

   c. Manage the ARP and mobilize recruitment activity among active-duty, inactive reserve, and retired officers;

   d. Process all applications for the ARP and include a comprehensive review of readiness, licensure, performance, and conduct;

   e. Promote the effective and efficient utilization of the Corps within all venues where the Corps is utilized;

   f. Implement and coordinate recruitment program(s) across the Corps;

   g. Collaborate with category ARL;

   h. Maintain an AR master database and listserv and produce a quarterly recruitment status report for the ASH;

   i. Conduct training based on a program developed in collaboration with OCCFM and approved by the ASH;

   j. Distribute ASH-approved recruitment materials;

   k. Appoint an ARC; and

   l. Process, re-certify current status of each AR at least annually, and terminate in conjunction with the ARC, ARL, PAC Chairpersons, and CPO.

3. Professional Advisory Committee (PAC) Chairpersons and Chief Professional Officers (CPOs)

   a. Appoint two to three category ARLs with the approval of the PAC Chairperson and CPO; and

   b. Process, re-certify current status of each AR at least annually, and terminate in conjunction with the ARC, ARL, PAC Chairpersons, and CPO.

4. Associate Recruiter Leads (ARL)

   a. Promote the ARP throughout the OPDIV/STAFFDIV/non-HHS organizations;

   b. Recruit and mentor each AR;

   c. Work with Commissioned Corps Liaisons and human resource personnel to identify placement opportunities for Corps officers;

d. Coordinate with the PAC Chairpersons to manage AR activities for the category, and ensure the communication of ARP information and distribution of approved materials;

e. Update the AR master database and listserv;

f. Participate in recruitment activities, meetings, and functions to promote career opportunities in the Corps;

g. Process, re-certify current status of each AR at least annually, and terminate in conjunction with the ARC, ARL, PAC Chairpersons, and CPO; and

h. ARL terms are limited to 3-years; with a maximum of two consecutive terms.

5. Associate Recruiters (AR)

a. Work closely with the ARL to monitor staffing needs that can be filled with Corps officers;

b. Inform colleagues and students in healthcare, engineering, and information technology professions about professional opportunities available in the Corps;

c. Draw on career experiences in the Corps to make recruitment presentations that are augmented by ASH-approved printed and/or video materials on professions in the Corps;

d. Serve as a preceptor and/or mentor to those in the COSTEP or during internships and rotations; and

e. Pursue opportunities to attend ARC-approved national or regional student/professional conferences and local schools/universities to provide information on career opportunities as a Corps officer.

Section I. Recruitment Badges

1. The Recruiter badge (RB), Associate Recruiter Leads badge (ARLB), and Associate Recruiter badge (ARB) are symbols that distinguish an individual's involvement in recruitment activities of the Corps.

2. An officer who is assigned to a billet in which the primary duties and responsibilities relate to recruitment will wear the RB as recognition of his/her standing as a recruiter.

3. Upon meeting the eligibility criteria, as set forth in this policy and approved by the respective CPO, an ARL or AR will be issued a certificate and corresponding badge to be worn by the individual to signifying his/her standing as a volunteer in the ARP.

4. The ARLB or ARB may be worn only while an individual maintains current status in the ARP in his/her respective role (See Section G., above). The ARLB or ARB is to be worn on all uniforms with the exception of work uniforms and outer clothing, in accordance with Subchapter CC26.3, INSTRUCTION 3, "Wearing of Medals and Ribbons." An officer may wear only one recruitment badge on his/her PHS uniform.

Section J. Recruitment Service Ribbon

1. An officer can be assigned to a full-time recruitment position within an OPDIV/STAFFDIV/non-HHS organization and be responsible for the recruitment of Corps officers. Those in recruitment billets will be designated as recruiters. Duties may include policy development, establishment of goals and strategies, and coordination of recruitment programs and initiatives.

2. The ARP is a volunteer program and its success relies on participation of dedicated recruiters and OPDIV/STAFFDIV/non-HHS organizations. Although these individuals are not required to be a part of the ARP to recruit, they must enroll in the program for their efforts to be recognized by the Corps. Once enrolled in the ARP, a participant must continually meet the requirements to maintain current status to be eligible for the service ribbon.

3. Eligibility Requirements

   a. Upon completion of 3 consecutive years in either a billet in which recruitment is a primary duty and responsibility or maintenance of current status in the ARP, an officer is eligible for the PHS Recruitment Service Ribbon (PHS RSR);

   b. An officer may earn additional awards for meeting the criteria for an additional 3-year period. Second and subsequent awards will be denoted by 3/16-inch bronze stars. A 3/16-inch silver star will be worn in lieu of a sixth award;

   c. The development and use of this service ribbon does not preclude the issuance of an honor or unit award in recognition of accomplishments above and beyond recruitment service; and

   d. The PHS RSR will be awarded for recruitment service completed after the establishment of this award.

Section K. Cross References

1. Subchapter CC23.1 INSTRUCTION 3, "Recruitment of Personnel of Other Uniformed Services"

2. Subchapter CC23.1 INSTRUCTION 5, "Commissioned Corps Personnel Manual Informational Material"

3. Subchapter CC23.3 INSTRUCTION 5, "Inter-Service Transfer of Commissioned Officers"

4. Subchapter CC25.1, INSTRUCTION 1, "Commissioned Officers' Effectiveness Report"

5. Subchapter CC25.2, INSTRUCTION 4, "Junior Commissioned Officer Student Training and Extern Program (JRCOSTEP)"

6. Subchapter CC25.2, INSTRUCTION 5, "Senior Commissioned Officer Student Training and Extern Program (Senior COSTEP)"

7. Subchapter CC26.1, INSTRUCTION 1, "Standards of Conduct"

8. Subchapter CC26.1, INSTRUCTION 8, "PHS Readiness Standards"

9. Subchapter CC26.3, INSTRUCTION 1, "General Information on Uniforms and Appearance"

10. Subchapter CC26.3, INSTRUCTION 3, "Wearing of Medals and Ribbons"

11. Subchapter CC27.1 INSTRUCTION 1, "Commissioned Officers' Awards Program"

12. Subchapter CC29.3 INSTRUCTION 5, "Medical Examination Requirements"

13. Subchapter CC45.2, INSTRUCTION 3, "Assignment of Public Health Service (PHS) Commissioned Officers to the Uniformed Services University of the Health Sciences (USUHS)"

14. Manual Circular 372, "Revision of Subchapters CC26.3, INSTRUCTION 3, "Wearing of Medals and Ribbons," CC26.3, INSTRUCTION 7, "Special Uniform Situations," and CC27.9, INSTRUCTION 1, "Authorization to Wear Non-PHS Awards," of the Commissioned Corps Personnel Manual (CCPM)

15. Manual Circular 377, "Basic Level of Force Readiness Standards for the Commissioned Corps U.S. Public Health Service"

16. Manual Circular 380, "2005 Annual Commissioned Officers' Effectiveness Report (COER)"

17. Personnel Policy Memorandum 04-003, "Clarifications and Supplemental Policies and Procedures for Manual Circular Public Health Service (PHS) No. 377, "Basic Level of Force Readiness Standards for the Commissioned Corps U.S. Public Health Service"

18. Memorandum dated 14 May 2004, "Standards of Conduct"

Section L. Historical Notes

This is the first INSTRUCTION defining policy and procedures for the implementation of an Associate Recruiter Program (ARP) in the Corps.

Section M. Privacy Act Provisions

Personnel records are subject to the Privacy Act of 1974. The applicable systems of records are 09-40-0001, 'PHS Commissioned Corps General Personnel Records", Health and Human Services/Program Support Center/Human Resources Service (HHS/PSC/HRS), and 09-40-0003, "PHS Commissioned Corps Board Proceedings," HHS/PSC/HRS.