2012 NURSE CATEGORY PROMOTION BENCHMARKS

PY 2012 Guidance Regarding Promotion Precepts and Benchmarks for Commissioned Corps Officers

Officers competing for promotion are rated on the five Promotion Precepts described in the electronic Commissioned Corps Issuance System (eCCIS) Instructions 331.01 (old CCPM 23.4.1) "Permanent Grade Promotions", and 332.01 (old CCPM 23.4.2) "Temporary Grade Promotions", and noted below. To assist officers in better understanding the Promotion Precepts, the Precepts are described in terms of Factors. Each Factor has a Benchmark, which is a level of achievement for the officer given the category and grade.

The purpose of this Guidance is to inform officers and promotion boards of the levels of achievement per Promotion Precept generally considered to describe the "best qualified" officer for a specific category at a specific grade. This document can also benefit the officer in setting some personal long term goals for his or her career advancement.

The Chief Professional Officers (CPO) and Professional Advisory Committee (PAC) Chairs, in consultation with their constituent category members, revise the Guidance annually to reflect the ever changing missions and policies of the Corps. All five Promotion Precepts are identical for all categories, as are the Benchmarks for Promotion Precepts 1, 4 and 5. The Benchmarks for Promotion Precepts 2 and 3 are category-specific.

The benchmarks for Precepts 1 – 5 are levels of achievement and/or standards of excellence that describe the "best-qualified" officer. They serve as a basis by which officers can be measured within each category. No Officer is expected to meet all the standards for Precepts 1 - 5. Many promoted officers will have achievements that exceed the factors for one or two precepts, but may not meet all the factors for others. Therefore these Benchmarks should not be considered a checklist of activities that must be completed in order to be promoted. Quality and impact of an officer's service is far more important than the quantity of activities in which they participate.

The individual factors within each Precept are not listed in priority order. The importance of each factor is left to the discretion of the Promotion Boards. The members of the Promotion Boards review the service records of each officer under consideration for promotion and each assigns a score for the specific Promotion Precept. Promotion Board members exercise their professional judgment and discretion in the review and rating of each record.

There is no time period that limits which of the officer's activities and accomplishments are eligible for consideration. However, activities and accomplishments subsequent to an officer's last promotion should receive priority consideration.

The Promotion Precepts are weighted as follows:

1. Performance Rating and Reviewing Official's Statement (Performance)	40%
2. Education, training, and professional development	20%
3. Career progression and potential	25%
4. Professional contributions and services to the PHS Commissioned Corps (Officership)	15%
5. Basic Readiness	***0%

IMPORTANT NOTE:

Although the Readiness precept no longer carries any weight with regard to numerical score for promotion, basic readiness remains one of the several administrative checks for promotion. Officers

in a "not ready" status at the 31 Dec OFRD status report prior to the promotion year will receive an automatic Board Not Recommend. In addition, officers in a "not ready" status at the subsequent 31 Mar OFRD status report, who were otherwise successful, will be removed from the successful list. Officers are advised to maintain basic readiness at all times.

Promotion Board members examine many documents in the officer's electronic Official Personnel Folder (eOPF) during the promotion review. Examples of these documents include, but are not limited to: Commissioned Officers' Effectiveness Report (COER); Promotion Information Report (PIR); curriculum vitae; the Officer's and Reviewing Official's Statements; award narratives; and letters of appreciation. The most recent COERs (e.g., the last 3-5 years) are generally given the most consideration by Promotion Board members, although earlier COERs may also be reviewed. Promotion Board members evaluate both the values of the COER and the accompanying narrative.

Career development resources (e.g., Curriculum Vitae (CV) reviews, mentoring, internet training tools, career development seminars, fellow officers) provided by the PACs, agency liaisons, Office of Commissioned Corps Operations (OCCO), and the CPOs should be explored and fully utilized by all officers.

The Benchmarks will change as the Commissioned Corps continues to evolve. Any comments or suggestions that you have on the Benchmarks may be submitted to your PAC Chair, and will be carefully considered for incorporation into the next annual revision.

PY 2012 FACTORS and BENCHMARKS FOR PROMOTION PRECEPTS

1. Performance Rating and Reviewing Official's Statement (Performance)				
Factor	**Benchmarks P-O2***	**Benchmarks T-O4/P-3***	**Benchmarks T-O5/P-O4**	**Benchmarks T-O6/P-O5 & O6**
• **Commissioned Officers' Effectiveness Report (COER)** Based on information contained in the Officer's Statement, separate from the Reviewing Official's Statement, the officer will be rated on promotion readiness as it relates to: o **Progression of responsibility** o **Achievement and contributions to the agency mission** o **Personal accountability for developing skills and leadership effectiveness**	The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value. Secondary assessment will include a review of the COER score, in the context of the officer's performance trends. Guidance provided as needed/requested to complete assignments of moderate complexity and impact. Skill development reflects potential for leadership and willingness/ability to assume increasing levels of responsibility. Completes assigned mandatory training and elective training to complement mandatory training. Supporting information that professional development contributes to the agency missions. The officer demonstrates they efficiently and effectively work at their current grade.	The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value. Secondary assessment will include a review of the COER score, in the context of the officer's performance trends. Guidance provided as needed/requested to complete assignments of moderate complexity and impact. Skill development reflects potential for leadership and willingness/ability to assume increasing levels of responsibility. Completes assigned mandatory training and elective training to complement mandatory training. Supporting information that professional development contributes to the agency missions. The officer demonstrates they efficiently and effectively work at their current grade.	The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value. Secondary assessment will include a review of the COER score, in the context of the officer's performance trends. Evidence of independent performance of complex tasks requiring developed proficiency and higher responsibility with positive impact on the program. Demonstrated leadership of program teams or projects. Completes assigned mandatory training and elective training to complement mandatory training. Supporting information that professional development contributes to the agency missions. The officer demonstrates they efficiently and effectively work at their current grade.	The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value. Secondary assessment will include a review of the COER score, in the context of the officer's performance trends. Independent initiative, as evidenced through development, oversight, coordination and/or leadership of projects of exceptional difficulty with an expected level of expertise. Assumption of overall personal accountability for the involved program or project. Completes assigned mandatory training and elective training to complement mandatory training. Supporting information that professional development contributes to the agency missions. The officer demonstrates they efficiently and effectively work at their current grade and should occupy an 0-6 billet.

1. Performance Rating and Reviewing Official's Statement (Performance)				
Factor	**Benchmarks P-O2***	**Benchmarks T-O4/P-3***	**Benchmarks T-O5/P-O4**	**Benchmarks T-O6/P-O5 & O6**
• **Award History**** Progression of awards, relevance to mission, quality, as well as quantity, across the career is assessed**:** o **PHS Individual and Unit Honor Awards (e.g., Achievement Medal, Outstanding Service Medal, Unit Commendation)**	There should be a record of awards across the career. Officers should strive for increasing impacts at the local level, including team or unit participation, which may result in individual or unit awards (e.g., an Achievement Medal or Unit Commendation).	There should be a record of awards across the career. Officers should strive for increasing impacts at the local level, including team or unit participation, which may result in individual or unit awards (e.g., an Achievement Medal or Unit Commendation).	There should be a record of awards across the career. Officers should strive for increasing impacts at the regional level which may result in progressively higher individual awards or (e.g., a Commendation Medal). Sustained performance that leads to recognition at the individual or unit award level.	There should be a record of awards across the career. Officers should strive for increasing impacts at the regional, national or international level which may result in progressively higher individual awards or unit recognition (e.g., an Outstanding Service Medal or Outstanding Unit Citation). Sustained performance that leads to recognition at the individual or unit award level.
o **Other Awards & Recognition**	Division, Institute, and Agency (including non-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.	Division, Institute, and Agency (including non-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.	Division, Institute, and Agency (including non-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.	Division, Institute, and Agency (including non-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.
o **PHS Service Awards** (e.g., Isolated Hardship Service Award, Special Assignment Service Award)	Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.	Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.	Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.	Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.
• **Reviewing Official's Assessment for Promotion Readiness** Based on information contained in the Reviewing Official's Statement (separate from the Officer's Statement), the Officer will be rated on promotion readiness as it	**Exhibits Leadership Qualities** Recognizing junior officers with the potential and inspiration to influence. For example: *As*	**Exhibits Leadership Qualities** Recognizing junior officers with the potential and inspiration to influence. For example: *As*	**Demonstrates Leadership Skills** Recognizing exceptional personal leadership skill and significant potential or competence as a leader or manager. For example: *As*	**Accomplished Leadership Role** Recognizing leaders who have moved into key leadership roles and have a proven record of influence and achievement (e.g., Subject Matter Expert, Program Chief/Director or equivalent). For example: *As*

1. Performance Rating and Reviewing Official's Statement (Performance)				
Factor	**Benchmarks P-O2***	**Benchmarks T-O4/P-3***	**Benchmarks T-O5/P-O4**	**Benchmarks T-O6/P-O5 & O6**
relates to: o **Current Leadership Role in Command/ Agency** o **Progression of Leadership Potential** o **Contribution to the Agency Missions**	*assessed in ROS, candidate excels:* a) In attributes that serve the leadership in a group, team, committee, or branch work and with the potential for team leadership or management role. and/or b) As a member of a task force or similar group at, or above, the local or regional Branch or Division level. Additional attributes include: Authorship of publications or other written communication or oral presentations that strive for increasing impact (e.g., at, or above, the local/ regional Branch, or Division level).	*assessed in ROS, candidate excels:* a) In attributes that serve the leadership in a group, team, committee, or branch work and with the potential for team leadership or management role. and/or b) As a member of a task force or similar group at, or above, the local or regional Branch or Division level. Additional attributes include: Authorship of publications or other written communication or oral presentations that strive for increasing impact (e.g., at, or above, the local/ regional Branch, or Division level).	*assessed in ROS, candidate excels:* a) In the contributions to and support of a management, supervisory, technical or clinical expert and/or program leadership role. and/or b) As a member or leader of a task force or similar group at, or above, the local or regional Agency level. Additional attributes include: Primary or secondary authorship of publications or other written communication or oral presentations that strive for increasing impact (e.g., at or above the local or regional Agency level). Engages in collateral activities that contribute to the Agency/PHS mission.	*assessed in ROS, candidate excels:* a) In an executive, senior management, expert, and/or special advisory/consultant position. and/or b) As a leader of a task force or a similar group at either the regional, national or international Agency level. Additional attributes include: Primary or secondary authorship of publications or other written communication or oral presentations that strive for increasing impact (e.g., at either the regional, national or international Agency level). Evidence that career duties and collateral activities contribute to visibility and impact of the PHS Commissioned Corps mission.

* - All Temporary O2 and O3 promotions for all categories and Temporary O4 promotions for the Medical Category are determined by an administrative file review as outlined in CC23.4.2, 6-2. Officers are encouraged to use the Factors and Benchmarks listed for T-O4/P-O2 & O3 for career development purposes.

** - Please refer to Commissioned Corps Instruction Inst 511.01 (old CC 27.1.1) Awards Program for a description of the Honor and Service Awards.

2. Education, Training & Professional Development				
Factor	**Benchmarks P-O2**	**Benchmarks T-O4/P-O3**	**Benchmarks T-O5/P-O4**	**Benchmarks T-O6/P-O5/P-O6**
• **Degrees**	.	Begin Masters studies (Nursing, Public Health, or other degree that contributes to the mission of the PHS).	Masters studies ongoing (Nursing, Public Health, or other degree that contributes to the mission of the PHS).	Master's Degree or Doctorate (Nursing, Public Health, or other degree that contributes to the mission of the PHS).
•**Certification and Credentialing**	Officers maintain professional credentials, if applicable, or required professional training, in accordance with category or professional degree requirements. Certification or credentialing appropriate to current job specialty (clinical or non-clinical), e.g. ACLS, PALS, TNCC Project Officer Basic or Advanced courses, regulatory science, etc.	Certification or credentialing appropriate to current job specialty (clinical or non-clinical), e.g. ACLS, PALS, TNCC Project Officer Basic or Advanced courses, regulatory science, etc.	Advanced Certification credentials (ANCC or other professional certifications—e.g., clinical, public health, administrative, epidemiology, regulatory, etc.) by a professional organization or an accredited institution of learning. Certificate appropriate to current job specialty.	Advanced Certification credentials (ANCC or other professional certifications—e.g., clinical, public health, administrative, epidemiology, regulatory, etc.) by a professional organization or an accredited institution of learning. Certificate appropriate to current job specialty.
• **Nursing Licensure**	Current (documented)	Current documented)	Current (documented)	Current (documented)
• **Continuing Education (CE) Hours (i.e., 0.1 CEU= 1 CE hour)**	≥ 20 hours/year	≥ 20 hours/year	≥ 20 hours/year	≥ 20 hours/year
•**Public Health Training Experience (includes leadership training)**	No required training or experience at this level other than interest and an increased knowledge and awareness of Corps mission and the agencies in which the Corps serves..	Complete a continuing education offering coursework, or other training in public health, leadership, and emergency preparedness related to agency mission (e.g. public health nursing, public health policy) or provide experience in a public health setting.	Additional coursework in public health , leadership and emergency preparedness and related to agency mission. Work experience or committee service on a public health initiative.	Additional coursework in public health , leadership and emergency preparedness and related to agency mission. Leadership role in public health activities or leadership role in a public health initiative.

3. Career Progression & Potential				
Factor	**Benchmarks P-O2**	**Benchmarks T-O4/P-O3**	**Benchmarks T-O5/P-O4**	**Benchmarks T-O6/P-O5/P-O6**
• **Billet**	At current temporary grade	At current temporary grade	At current temporary grade	at current temporary grade
• **Assignments**	Reflect some potential for increasing levels of independence; strong followership skills to include but not limited to: self-manage in work place, commitment, competent (master skills) and demonstrated critical thinking skills	Reflect some potential for increasing levels of independence and responsibility; emerging leadership potential.	Reflect an increasing level of independence, responsibility, and leadership (team leader or program manager).	Reflect an increasing level of independence, responsibility, and leadership (management/ supervisory responsibility/ program management) demonstrating national impact.
• **Mobility – Geographic and/or Programmatic** (consideration over nursing career including military or civilian service)	1 (includes initial duty station)	2	3	4
• **Collateral Duties**	Participates in identifying process improvement suggestions in the immediate work environment.	Participation in 1 agency collateral duty/activity not included in billet description (over a career). Involvement is local and as a team member.	Participation in 2 agency collateral duties/activities not included in billet description (over a career). Involvement is regional or national and officer serves in leadership role.	Participation in 3 agency collateral duties/activities not included in billet description with increased responsibility and/or leadership role (over a career). Involvement is regional or national and officer serves in leadership role. Officer has initiated the activity.

4. Professional Contributions & Services to the PHS Commissioned Corps (Officership)				
Factor	**Benchmarks P-O2***	**Benchmarks T-O4/P-3***	**Benchmarks T-O5/P-O4**	**Benchmarks T-O6/P-O5 & O6**
• **Honor/ Integrity/Duty** **As a USPHS Officer –** o **Honor and integrity** are the consistent regard for the highest standards of behaviors and the refusal to violate one's personal and professional codes. o **Duty** is the free acceptance of a commitment to service.	Displaying honor and integrity as an officer. Completes mandatory training assigned by the branch, division, agency or at the PHS level. Officer participates in personal and professional duties to meet obligations. No outstanding disciplinary or behavioral issues or adverse actions documented in eOPF.	Displaying honor and integrity as an officer. Completes mandatory training assigned by the branch, division, agency or at the PHS level. Officer participates in personal and professional duties to meet obligations. No outstanding disciplinary or behavioral issues or adverse actions documented in eOPF.	Displaying honor and integrity as an officer. Completes mandatory training assigned by the branch, division, agency or at the PHS level. Officer participates in personal and professional duties to meet obligations. No outstanding disciplinary or behavioral issues or adverse actions documented in eOPF. Officer seen as a "role model" by peers.	Displaying honor and integrity as an officer. Completes mandatory training assigned by the branch, division, agency or at the PHS level. Officer participates in personal and professional duties to meet obligations. No outstanding disciplinary or behavioral issues or adverse actions documented in eOPF. Officer seen as a "role model" by agency leadership.
• **Officer Contribution** • Signification of contribution is based on information contained in the Officer's Statement, CV, or documented in letters of appreciation: • **Membership/ Leadership/ Involvement in PAC and Advisory Groups** (e.g., Junior Officers Advisory Group, Minority Officers Liaison Council)	Appointed member or volunteer. Contribution should be documented in the CV and through letters of appreciation, awards, etc. Evidence that career duties and collateral activities impact and contribute to the PHS mission at the local level.	Appointed member or volunteer. Contribution should be documented in the CV and through letters of appreciation, awards, etc. Evidence that career duties and collateral activities impact and contribute to the PHS mission at the local level.	Appointed member or volunteer. Leads subcommittee or demonstrates substantive role. Contribution should be documented in the CV and through letters of appreciation, awards, etc. Evidence that career duties and collateral activities impact and contribute to the PHS mission at the regional level.	Appointed member or volunteer who serves as Chair or Vice-Chair, or leads subcommittees, or demonstrates substantive role. Contribution should be documented in the CV and through letters of appreciation, awards, etc. Evidence that career duties and collateral activities impact and contribute to the PHS mission at the regional, national or international level.

4. Professional Contributions & Services to the PHS Commissioned Corps (Officership)				
Factor	**Benchmarks P-O2***	**Benchmarks T-O4/P-3***	**Benchmarks T-O5/P-O4**	**Benchmarks T-O6/P-O5 & O6**
• **Officer Contribution** (continued) • **Recruitment Activities**		Recruitment activity contribution should be documented in the CV or through letters of appreciation, awards, etc.	Recruitment activity contribution should be documented in the CV or through letters of appreciation, awards, etc.	Recruitment activity contribution should be documented in the CV or through letters of appreciation, awards, etc.
o **Mentoring** o **Membership/ Involvement in Professional, Uniformed Service, and Specialty Organizations**		Participates in regular one-on-one mentoring or group mentoring either as a mentor or protégé, as evidenced by documentation in the CV. Active member at the local, regional, national, or international levels. Contribution should be documented in the CV or through letters of appreciation, awards, etc.	Participates in regular one-on-one mentoring or group mentoring as a mentor as evidenced by documentation in the CV. Completes a formal mentor assignment verified via letter from PAC, Advisory Group, Agency leadership, etc. Recruits other mentors to support professional development of peers. Active member at the regional, national, or international levels. Contribution should be documented in the CV or through letters of appreciation, awards, etc. Serves as contributing member to the organization through a committee or subcommittee.	Participates in regular one-on-one mentoring or group mentoring as a mentor as evidenced by documentation in the CV. Completes a formal mentor assignment verified via letter from PAC, Advisory Group, Agency leadership, etc. Recruit, train, support and manage other mentors for the professional development of other officers. Active member at the regional, national, or international levels. Contribution should be documented in the CV or through letters of appreciation, awards, etc. Serves in a leadership role in the organization such as Chair of a subcommittee or Chair of the organization.

4. Professional Contributions & Services to the PHS Commissioned Corps (Officership)				
Factor	**Benchmarks P-O2***	**Benchmarks T-O4/P-3***	**Benchmarks T-O5/P-O4**	**Benchmarks T-O6/P-O5 & O6**
o **Commitment to Visibility Presentations and outreach include acknowledgement of the Corps**		Presentations and/or outreach include acknowledgement of the Commissioned Corps; uniform wear at local and regional meetings or activities of professional organizations resulting in positive impressions.	Presentations and/or outreach include acknowledgement of the Commissioned Corps; uniform wear at local and regional meetings or activities of professional organizations resulting in positive impressions. Evidence of greater visibility in promoting the Corps to broader audiences.	Presentations and/or outreach include acknowledgement of the Commissioned Corps; uniform wear at local and regional meetings or activities of professional organizations resulting in positive impressions. Sought out by meeting planners for presentations with evidence of greater impact in support of Corps missions.

* - All Temporary O2 and O3 promotions for all categories and Temporary O4 promotions for the Medical Category are determined by an administrative file review as outlined in CC23.4.2, 6-2. Officers are encouraged to use the Factors and Benchmarks listed for T-O4/P-O2 & O3 for career development purposes.

5.Readiness				
Factor	**Benchmarks P-O2***	**Benchmarks T-O4/P-3***	**Benchmarks T-O5/P-O4**	**Benchmarks T-O6/P-O5 & O6**
NA	Officer meets and maintains OFRD Basic Readiness Standards.	Officer meets and maintains OFRD Basic Readiness Standards.	Officer meets and maintains OFRD Basic Readiness Standards.	Officer meets and maintains OFRD Basic Readiness Standards.

Note: Officers may submit a request for a temporary medical waiver to the Medical Affairs Branch for medical issues that would prevent an Officer from achieving or maintaining readiness status.