

EPAC Senior Officer Panel

PROMOTION ADMINISTRATION

SPONSORED BY THE CHIEF ENGINEER, COUNCIL
OF CAPTAINS, AND EPAC CAREER DEVELOPMENT

JULY 27, 2021 (3PM EDT)

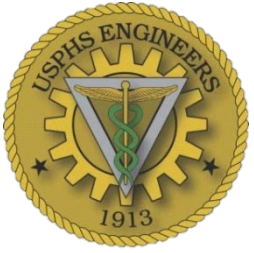
MODERATOR: LCDR MARY MILLNER

PANELISTS: CAPTS NELSON MIX, ALEX DAILEY,
AND MARJORIE WALLACE



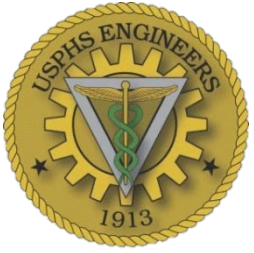
CPO Remarks

- ▶ Congratulations to the officers who were promoted!
- ▶ This is hard. Promotion rates were especially low in 2021; factors include:
 - ▶ Statute and direction from OMB
 - ▶ Projections of future separations and accessions based on historical data
 - ▶ Desired force strength authorized by Secretary
 - ▶ I remain committed to obtaining clarity
- ▶ Officers are exceeding expectations for the PHS and their agencies
- ▶ All officers were recommended for promotion by the board
- ▶ Promotions will continue to be competitive
- ▶ All officers should continue to strive to become the “BEST” they can be; and strive for promotion.
- ▶ Listening Sessions are scheduled in August to hear officer concerns.



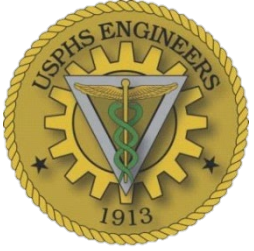
Agenda

- ▶ Housekeeping and disclaimers
- ▶ Purpose of panel
- ▶ Panelist introduction
- ▶ Promotion Administration
 - ▶ Promotion Basics and Scoring
 - ▶ Q & A
 - ▶ Panel Fireside Chat
 - ▶ Q & A
- ▶ Promotion Resources



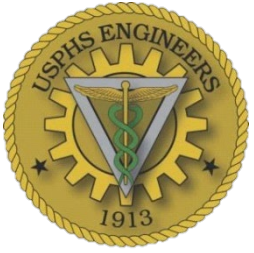
Housekeeping

- ▶ Session is recorded for posting on the EPAC website
- ▶ Attendees are muted by default
- ▶ Questions may be taken at the end of the individual sections and at the end of the overall session, as time permits
 - ▶ Questions to be generally applicable to the category or officers across a particular agency (not necessarily venue to raise questions that unique to individual agency)
 - ▶ Can follow up with officers who had questions that we were not able to get to in this session
- ▶ For questions, please unmute or utilize the chat window



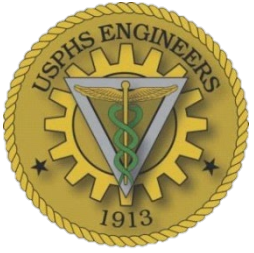
Disclaimers

- ▶ The views expressed in this session are based on the panelists' experiences and may not be representative of official policies of the Category or the Corps at large.
- ▶ This session does not cover the mechanism by which, and the rationale for which, promotion rates are set.
- ▶ Officers should utilize official resources on the EPAC and CCMIS websites.
- ▶ Officers are encouraged to seek guidance on career planning and promotion preparation from mentors and/or other senior officers, as case-by-case input may be advised.



Purpose of Today's Session

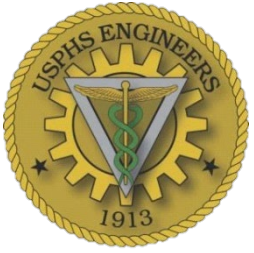
- ▶ Hear from senior engineers representing various engineering disciplines, backgrounds and agencies.
- ▶ Today's panelists will provide unique insights and information on the topic of promotion administration that may not be available online.
- ▶ The session will provide *considerations* for you to contemplate, not *hard answers* on what's right for you and your specific situation
- ▶ *You are responsible for your career* and must tailor your plan and decisions to meet your personal and professional goals
- ▶ Discussing your situation with peers, your supervisor, or a mentor is a great way to learn from others' experience and gain valuable guidance
- ▶ Today's panelists, other members of the Council of Captains, and other senior engineers are great potential resources for support with promotion.



CAPT Nelson Mix

- ▶ 29 Years in the Commissioned Corps
- ▶ Worked in IHS (2 COSTEPS & Navajo) & EPA (Region 7, Office of Emergency Management, & Office of Water)
- ▶ Currently assigned in the Office of Groundwater and Drinking Water, Water Security Division
- ▶ Served as EPA's rep. to the Surgeon General's Policy Advisory Council
- ▶ PE (Professional Engineer), CHMM (Certified Hazardous Material Manager), FSAME (Fellow, Society of American Military Engineers)
- ▶ B.S. and M.S. Civil Engineering

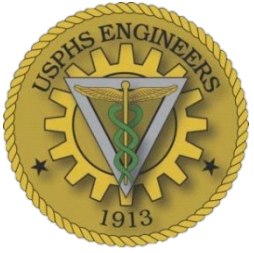




CAPT Alex Dailey

- ▶ 16 Years in the Commissioned Corps - 19 Years with the Indian Health Service, Division of Sanitation Facilities Construction (DSFC); 5 Years non-PHS engineering experience
- ▶ Started with IHS through three COSTEP assignments
- ▶ Four IHS duty locations; field office through HQ; currently DSFC Director for the Portland Area IHS
- ▶ Early work with JOAG, national DSFC strategic plan initiatives, EPAC subcommittees
- ▶ P.E. (Professional Engineer), PMP (Project Management Professional)
- ▶ B.S in Civil Engineering, M.S. in Project Management

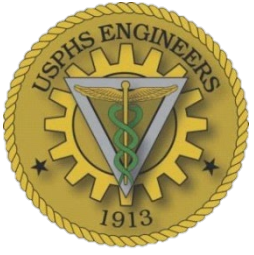




CAPT Marjorie Wallace

- ▶ 30 Years in the Commissioned Corps - Mandatory Retirement on August 1, 2021 (currently on terminal leave)
- ▶ Four Agencies (CDC/NIOSH, PSC/DCP, OS/OCCO, SAMHSA) and two Geographic Areas (Cincinnati, OH and Rockville, MD). Three Years non-PHS engineering experience.
- ▶ Supervisory positions held: Section Chief (PSC), Branch Chief (OS) and Division Director (OS, SAMHSA)
- ▶ Last position: SAMHSA Commissioned Corps Liaison and Lead Agency Liaison to CCHQ
- ▶ B.S in Industrial Engineering, M.S. in Safety Engineering



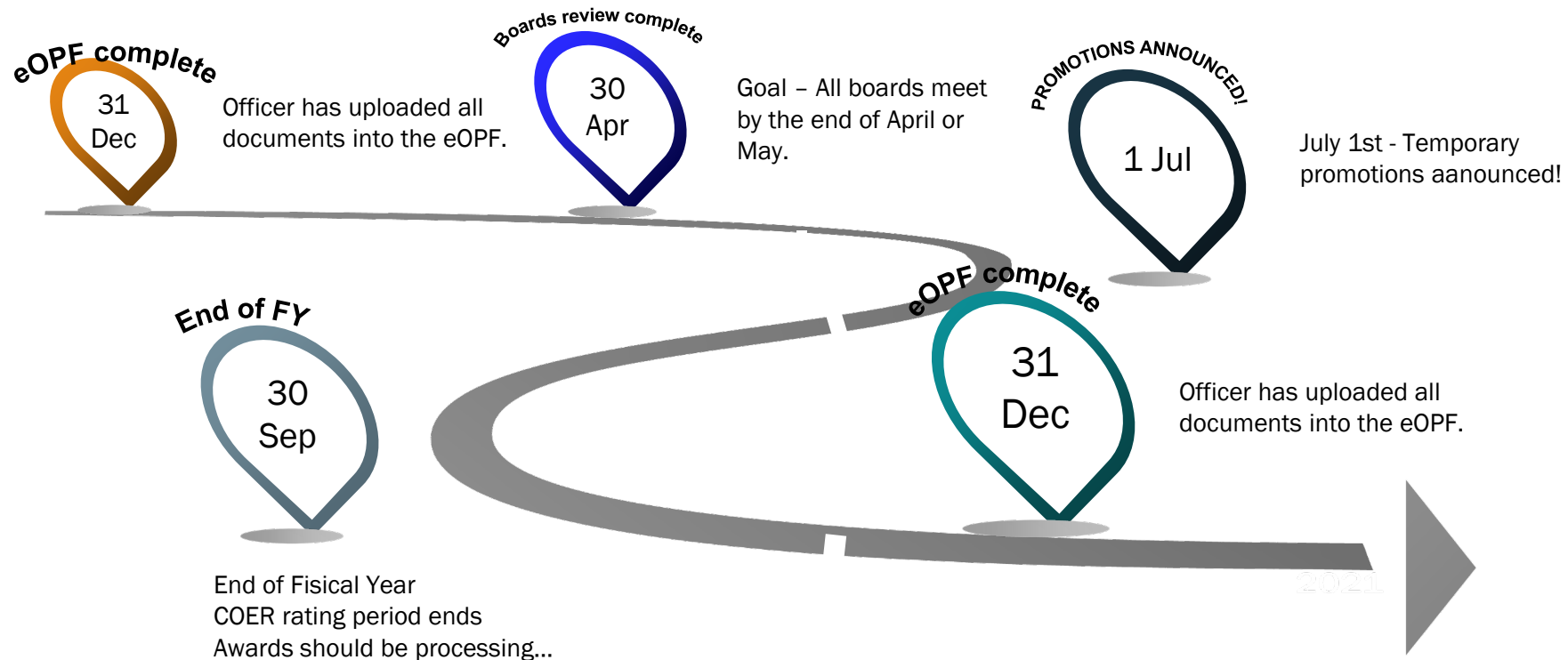


Poll Question # 1

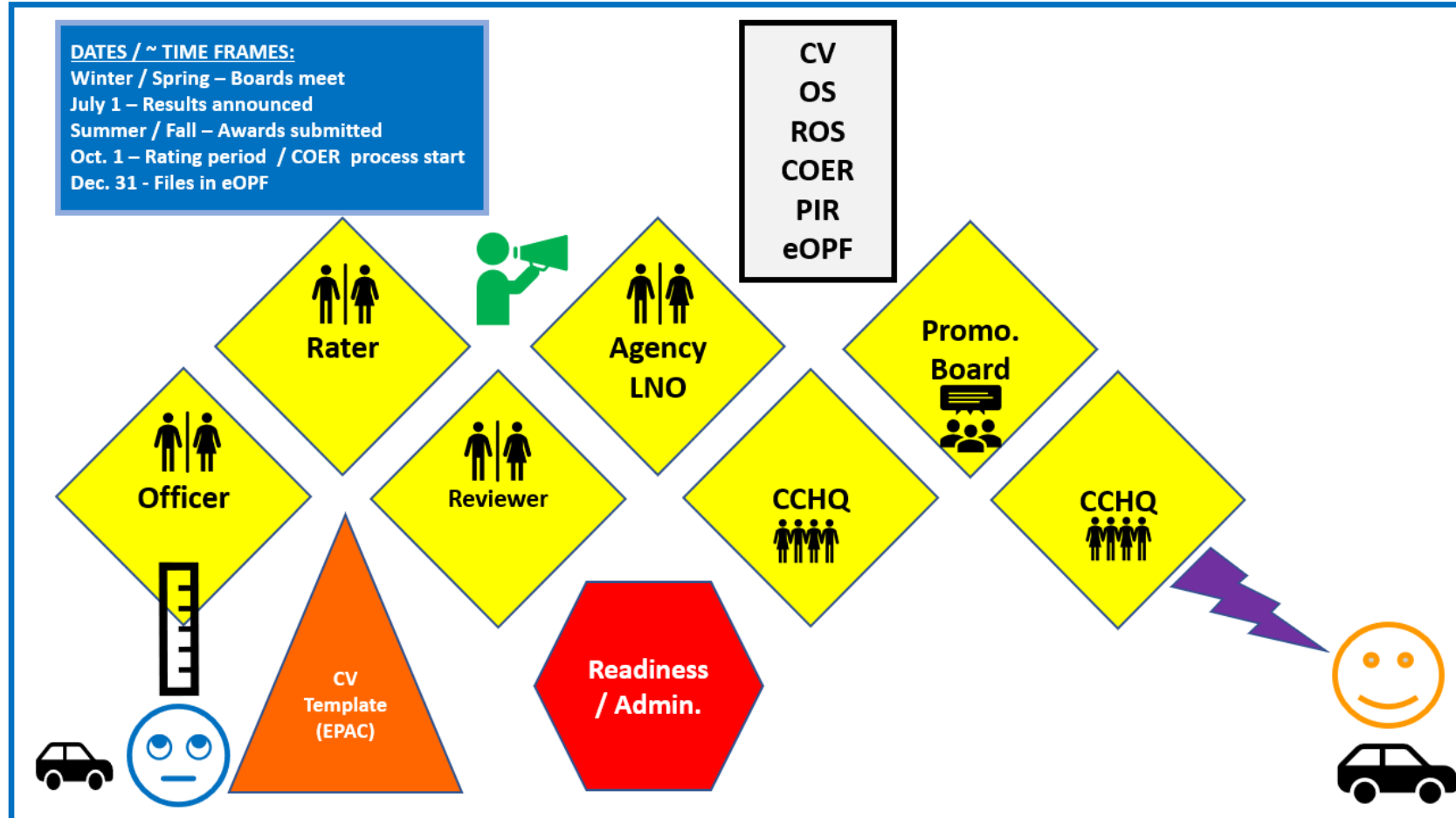
How confident are you in the fairness and outcomes of the promotion process? (select one)

- A. I fully trust the judgement of experienced Captains, all those involved, and the way the process is designed.
- B. I believe it usually works well with good outcomes, but it may not be perfect.
- C. I often fail to see why some are promoted ahead of others and can point out a lot of flaws.
- D. I feel like promotions are totally subjective and/or arbitrary, and I can't make a difference.

Promotion Basics - ~Yearly Timeline



Promotion Basics – Navigating the Trip:



Promotion Scoring: Where to look:

The screenshot displays the CCMIS website interface. The browser address bar shows the URL dcp.psc.gov/ccmis/promotions/PROMOTIONS_new_m.aspx. The page header includes the U.S. Public Health Service logo and the text "COMMISSIONED CORPS OF THE U.S. PUBLIC HEALTH SERVICE". A navigation menu is visible, with the "Promotions" tab highlighted. A red box highlights the "Promotions" menu, which contains the following items:

- Introduction
- Promotion Results
- Promotion Process
- Competitive Promotion Eligibility (Temporary and Permanent)
- Non-Competitive Promotions
- Exceptional Proficiency Promotion (EPP)
- Promotion Year 2021 Checklist (due dates and reminders)
- Reviewing Official's Statement (ROS)
- Officer's Statement (OS)
- Electronic Official Personnel Folder (eOPF)
- Promotion Information Report (PIR)
- Commissioned Officer Effectiveness Reports (COERS)
- Curriculum Vitae (CV)
- Licensure and Certifications
- Category Benchmarks
- Career Counseling/Mentoring
- Medical Requirements for Promotion
- RedDOG Force Readiness Information
- Link to list of Chief Professional Officers (CPO) (PDF, 348kb)
- Link to list of Liaisons (PDF, 266kb)
- Link to list of Professional Advisory Committee (PAC) Chairs (PDF, 19kb)
- Promotion Board Recommendations
- Not promoted? Now What?
- FAQs
 - Promotion, Readiness and Compliance FAQs
 - Permanent Promotion Eligibility Chart

Below the menu, the "Promotion Information" section is partially visible, starting with an "Introduction" heading and a welcome message: "Welcome to the Commissioned Corps of the U.S. Public Health Service's Promotion Information website. We have created this site to provide you with as much information as possible about the promotion process. It is critical that you familiarize yourself with..."

What you know (and hasn't changed):

Commissioned Corps Management Information System

dcp.psc.gov/ccmis/promotions/PROMOTIONS_process_m.aspx

The Promotion Board review includes careful consideration of the officer's career as it relates to the four precepts upon which the Benchmarks are developed and promotion recommendations are based. These four precepts are:

1. Performance rating and reviewing official's statement: 40%
2. Education, training, and professional development: 20%
3. Career progression and potential: 25%
4. Professional contributions, basic level of force readiness history, and services to the Corps: 15%

In evaluating an officer for promotion, the board references the Benchmarks established by each professional category for the "best qualified" officer. The board compares the officer, as reflected in the eOPF, against the theoretical "best qualified" officer. This "best qualified" officer is the **only** competition for any one officer being reviewed by a Promotion Board.

What does/doesn't the Promotion Board see?

The Promotion Board members have access to and will review many items in an officer's eOPF. The "Commissioned Officers' Effectiveness Report" (COER) provides specific information about the current and previous year's duties, accomplishments, and goals. An up-to-date Curriculum Vitae (CV) is essential for outlining major duties and outcomes demonstrating progressive growth in an officer's career and a continued

2020 Temporary Grade Promotion Results are Available!

2020 temporary grade promotion lists are now available on the [Promotion Results webpage...](#)

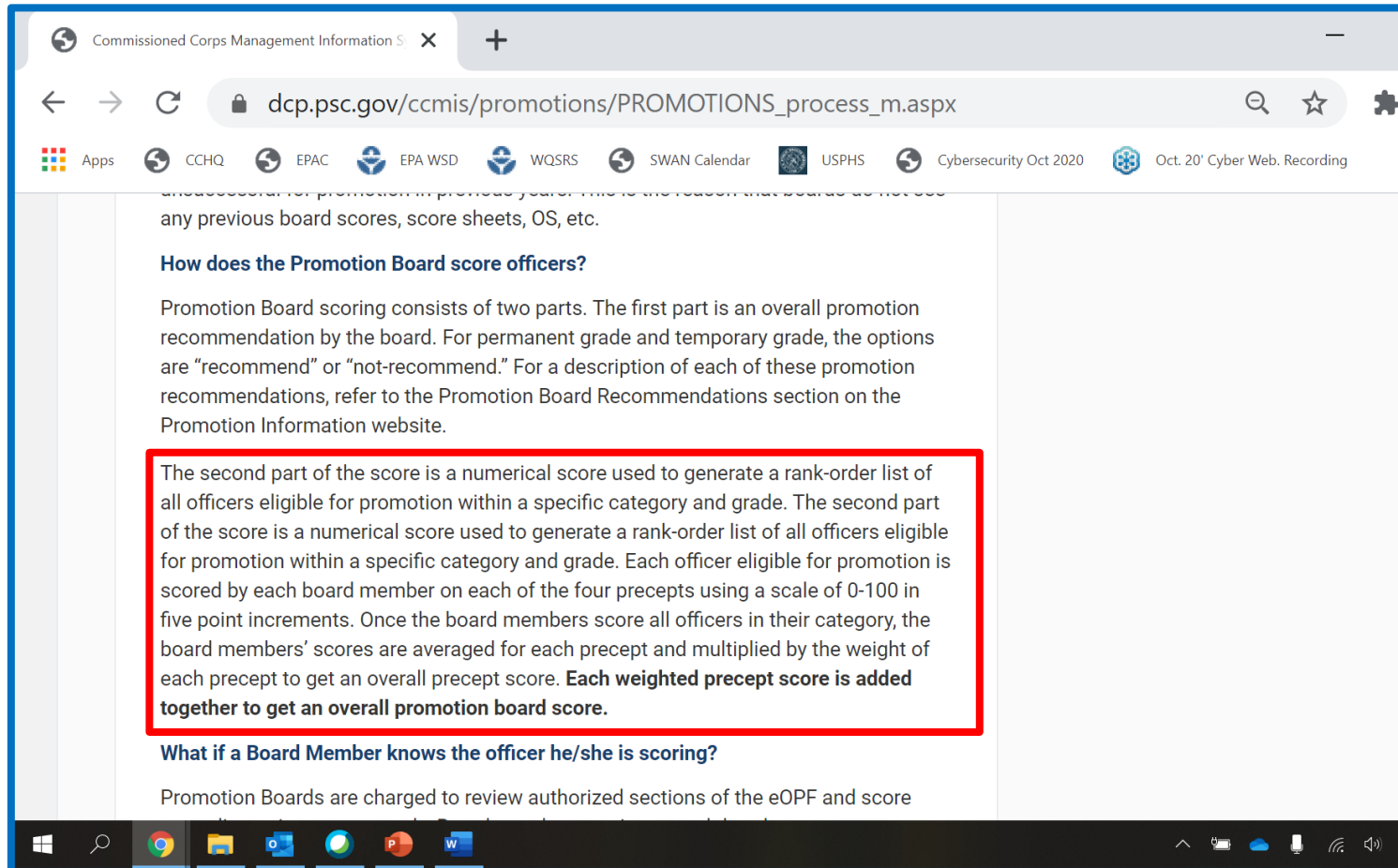
FAQs Practice Hours and Special Pay Changes

This is first in a series of FAQs, more FAQs will be forthcoming on Practice Hours and Special Pays.

Coronavirus Disease 2019 (COVID-19) Mission - Deployments Readiness Updates

As we position ourselves to assist with controlling the spread of the Coronavirus Disease 2019 (COVID-19), please note that we're in an "all-hands on deck"

Note: 4 precepts, 0-100, 5-point increments, averaged, weighted, overall score.



Commissioned Corps Management Information System

dcp.psc.gov/ccmis/promotions/PROMOTIONS_process_m.aspx

any previous board scores, score sheets, OS, etc.

How does the Promotion Board score officers?

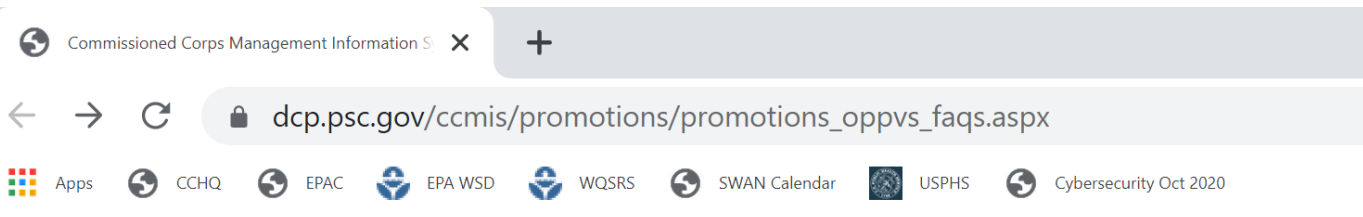
Promotion Board scoring consists of two parts. The first part is an overall promotion recommendation by the board. For permanent grade and temporary grade, the options are "recommend" or "not-recommend." For a description of each of these promotion recommendations, refer to the Promotion Board Recommendations section on the Promotion Information website.

The second part of the score is a numerical score used to generate a rank-order list of all officers eligible for promotion within a specific category and grade. The second part of the score is a numerical score used to generate a rank-order list of all officers eligible for promotion within a specific category and grade. Each officer eligible for promotion is scored by each board member on each of the four precepts using a scale of 0-100 in five point increments. Once the board members score all officers in their category, the board members' scores are averaged for each precept and multiplied by the weight of each precept to get an overall precept score. **Each weighted precept score is added together to get an overall promotion board score.**

What if a Board Member knows the officer he/she is scoring?

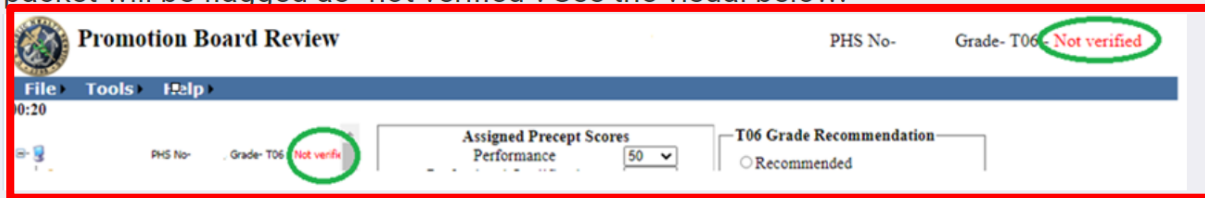
Promotion Boards are charged to review authorized sections of the eOPF and score

OPPVS – FAQs & EPA EPP Example (Assign Score)



What happens if I do not verify my promotion folder?

Officers who do not verify their promotion folder will not have the opportunity to ensure their complete promotion packet is visible to promotion board members. Additionally, promotion board members will be aware the officer did not verify his or her folder. You will still be reviewed by the promotion board, however the promotion packet will be flagged as “not verified”. See the visual below:



RATER SCORING

Weight	Precept	Score
40	Performance	65
20	Professional Quals	75
25	Progression & Potential	75
15	Officership	75
	Commit Scores	75
	Recommend	70
	Remarks:	65
		60
		55
		50
		45
		40
Strengths		
Higher billet	Seek higher billet	
Recognition from sups. (e.g. awards)	No recent or high level awards	
Good assignment history	Needs varied assignments	
Good leadership	Needs category mentor	
Strong enthusiasm for PHS	Needs supervisor mentor	
Good publications	Needs more more publications/first author	
Good mentoring activities	Needs more PHS activities	
Good professional activities	Needs more professional activities	
	Seek leadership roles	
	Improve performance	

Example EPA EPP Board Process

- Briefing / Orientation / “Charge”
- **Assign Score** for each officer
- **Reconcile Outliers**
- **Review Ranked List**
- Assign Score / Recommend or Not Recommend / Optional Comment
- Reconcile outliers (discuss and rescore if needed)
- Review final list
- Chairperson’s report out (verbal or written), w/ Board input

EPA EPP Example

Reconcile Outliers & Review Ranked List

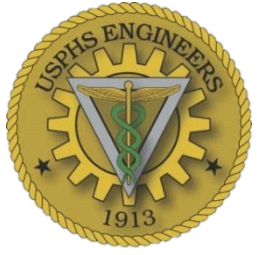
COMBINED RATERS RANKING								
Ranking	Id #	Ave.	Rater 1	Rater 2	Rater3	Rater 4	Rater 5	Rater Rank
1	20013	89.0000	1	1	1	1	1	1
2	20012	79.5000	3	2	3	1	1	2
3	20004	79.2500	2	2	3	3	3	3
4	20004	76.0000	4	4	2	2	2	4
5	20001	75.0000	3	3	4	3	3	5
6	20011	70.2500	5	3	5	4	4	>6
7	20005	69.2500	>6	4	>6	5	5	5
8	19990	68.2500	>6	2	>6	3	3	8
9	20017	66.0000	>6	5	>6	4	4	9
10	20002	64.2500	>6	3	>6	3	3	10
11	20005	62.5000	>6	>6	>6	5	5	11
12	20003	54.2500	>6	>6	>6	5	5	12
n= 12	AVE	71.1250						

Ranking	Name	Id #	Ave.	Rater 1	Rater 2	Rater3	Rater 4	Rater 5
1	Doe, John	20013	89.0000	1	1	1	1	1
2	Doe, Jane	20012	79.5000	3	2	3	2	2
3	etc	20004	79.2500	2	3	5	3	3
4		20004	76.0000	4	4	2	4	4
5		20001	75.0000	3	5	4	6	6
6		20011	70.2500	5	7	6	5	5
7		20005	69.2500	7	6	9	7	7
8		19990	68.2500	8	9	7	8	8
9		20017	66.0000	9	10	12	9	9
10		20002	64.2500	10	8	9	12	10
11		20005	62.5000	11	12	10	10	11
12		20003	54.2500	12	11	11	11	12
n= 12		AVE	71.1250					

Rater scores are averaged for each precept.

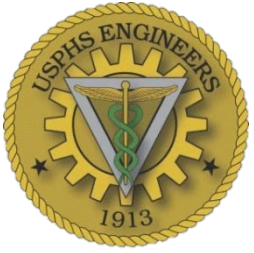
Averaged precept scores are multiplied by weight of each precept for an overall score.

Each weighted precept is added to get an overall score.



Career Planning and Decision Making

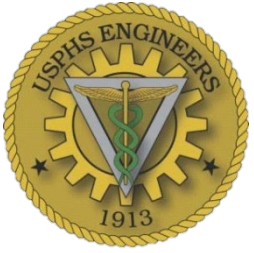
QUESTIONS?



Poll Question # 2

Do you know where you can find out whether you meet the administrative requirements related to promotions (e.g., readiness, COERs, medical, etc.)?

- A. I am aware of where I can find this information.
- B. I think I know where to find this information but am not entirely clear.
- C. I do not know where to find this information.



Poll Question # 3

Do you know how to calculate when you are eligible for future promotions (Temporary, Permanent, and/or EPP)?

- A. Yes, I know how to calculate when I am eligible for temporary/permanent promotion. For EPP, I am aware of the eligibility criteria and timeframes.
- B. I know the CCMIS dashboard shows when I am eligible for temporary/permanent promotion. I don't know much about the EPP nomination process.
- C. I don't know how to access this information on my own.

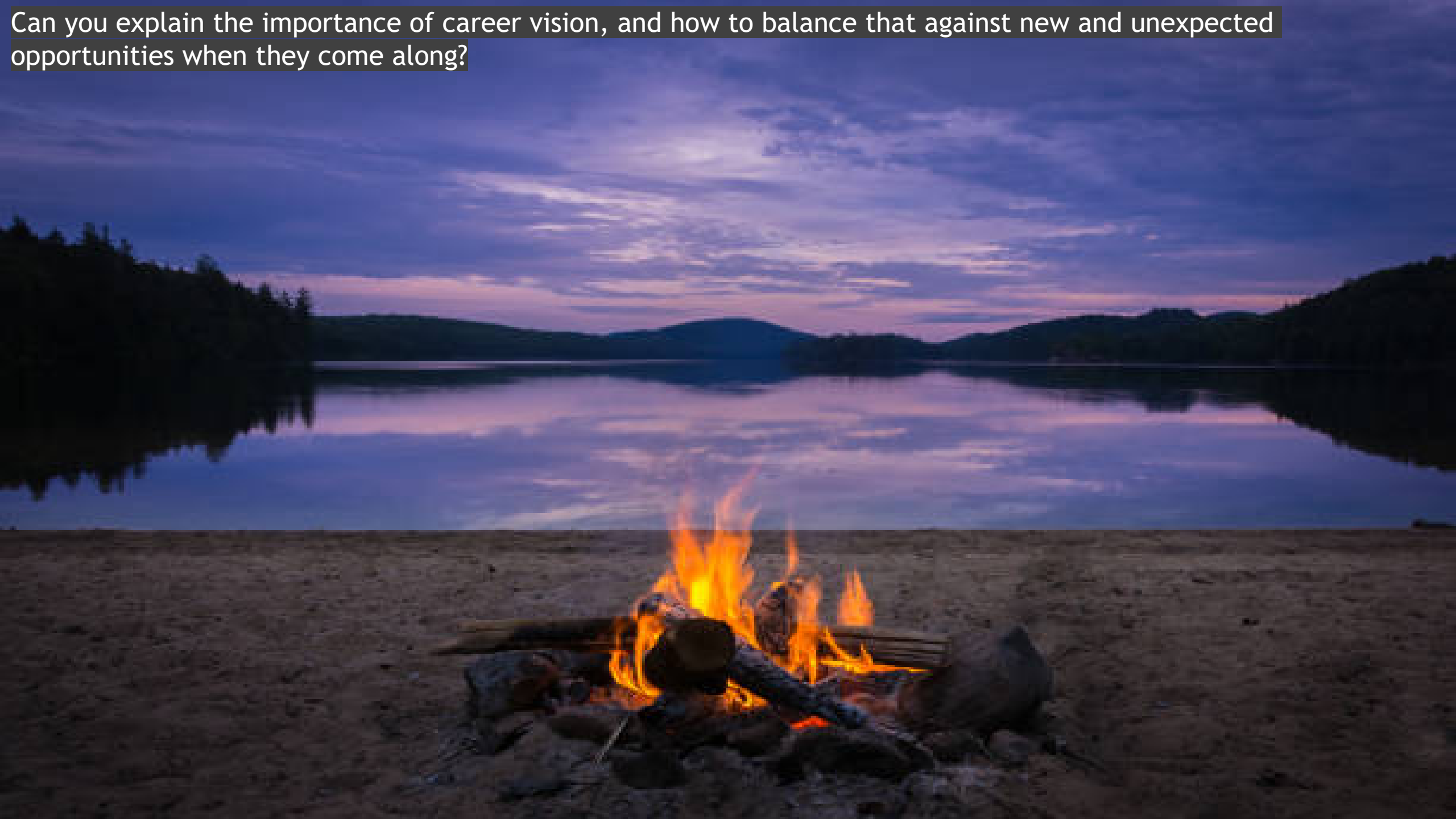


Fireside Chat with CAPTs Mix, Dailey, and Wallace

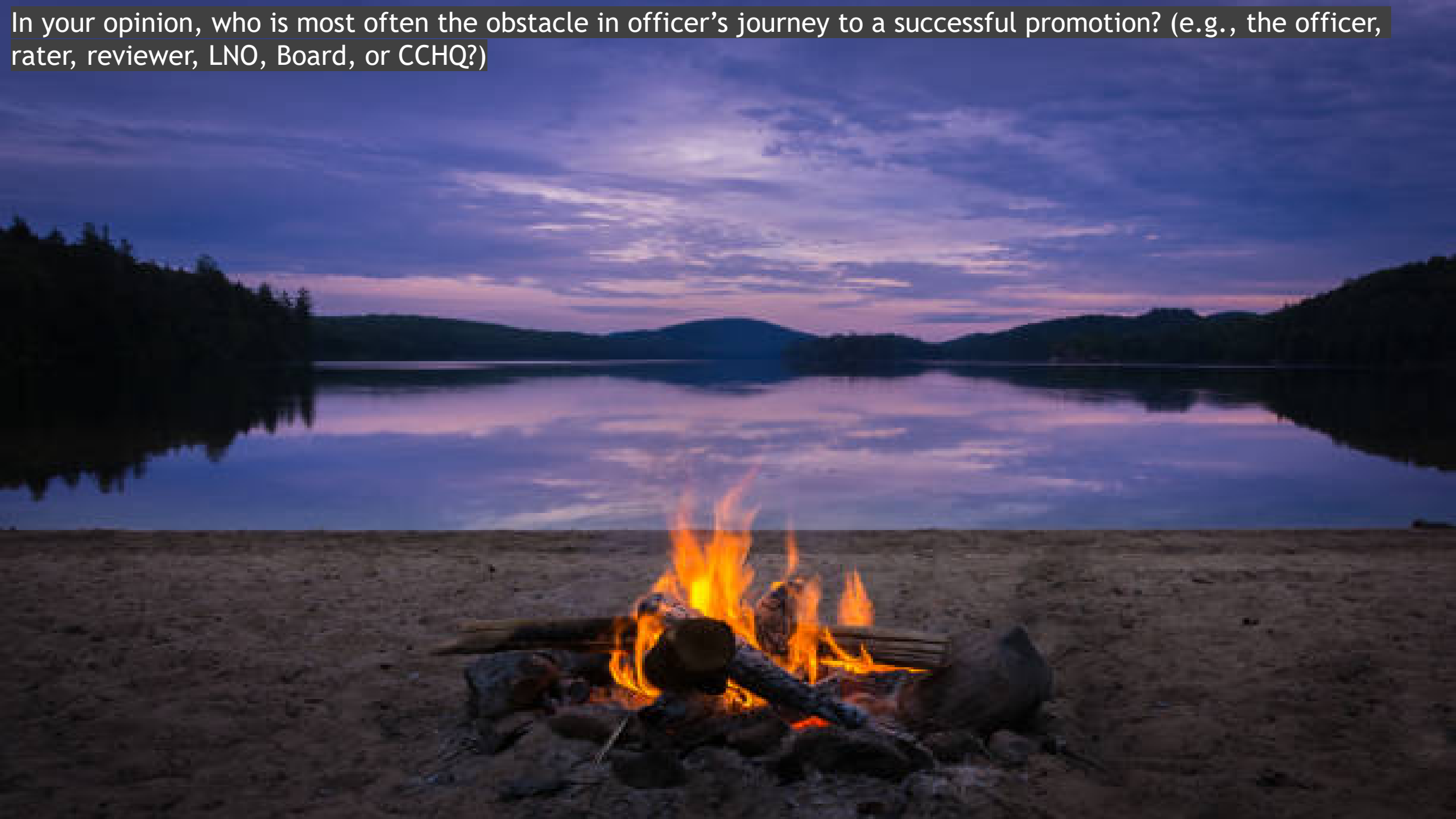
During your career you served as the Corps Promotion Coordinator and Director of CC Officer Support at CCHQ, as well as an Agency Liaison. What are some of the major changes to the promotion process that you have seen in your 30 years?



Can you explain the importance of career vision, and how to balance that against new and unexpected opportunities when they come along?



In your opinion, who is most often the obstacle in officer's journey to a successful promotion? (e.g., the officer, rater, reviewer, LNO, Board, or CCHQ?)



Does your way of looking at vision include an 'end-state' or goal (i.e., making O-6 or O-7? Or becoming an SFC director, CPO, etc.)?



The constant changes to policies and processes and the need to stay on top of (e.g., administrative criteria, due dates, submission requirements, etc.) can be daunting. What tips do you have to help officers navigate the expectations for promotion preparedness?



What do you think is a 'turn off' to a board member? What do you like to see in an OS?



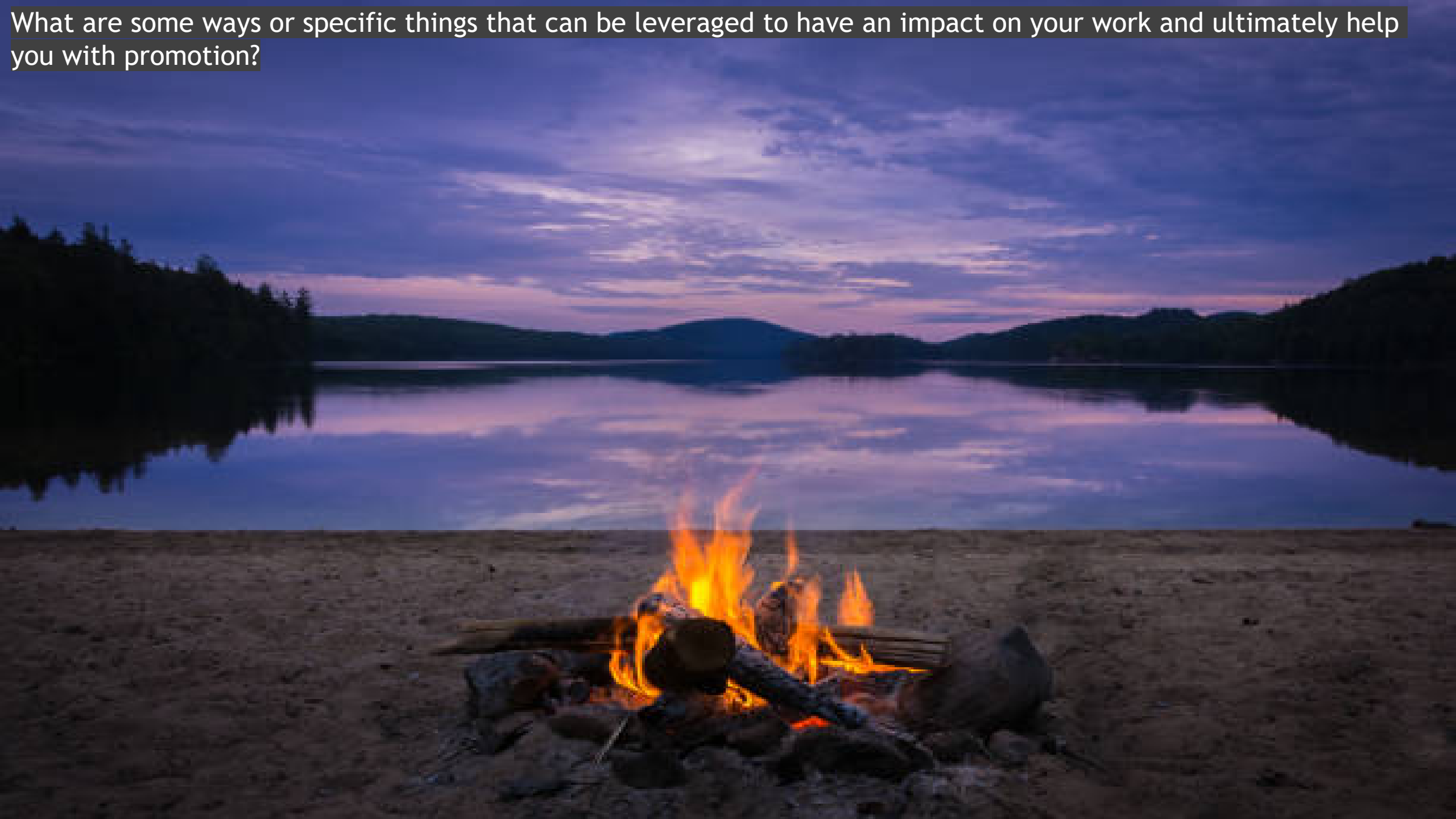
If an officer is only up for a permanent grade, or if they don't feel they competitive for the upcoming cycle, do they need to spend much time on their promotion documents?

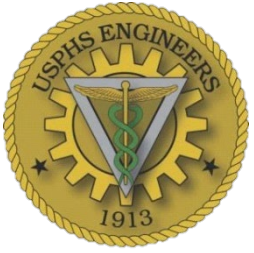


Can you comment about the time allotted for board review? Do board members spend 3-10 minutes reviewing each officer? Should there be more time? Why isn't there? When do board members take extra time to review an officer, or go really fast?



What are some ways or specific things that can be leveraged to have an impact on your work and ultimately help you with promotion?

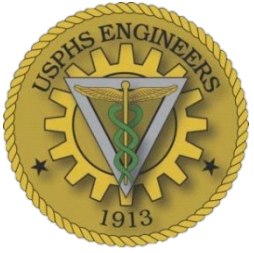




Poll Question # 4

How would you describe your view on promotions and advancement?

- A. I'm a competitive person and continually look to push myself further. If I'm passed over for promotion, it weighs on me heavily.
- B. I'm motivated to reach the next level. Promotion is a goal that I'm actively seeking, but I understand it may take a few tries.
- C. I don't worry a great deal about promotions. While I certainly try to keep advancing my career, promotions aren't my primary motivator.
- D. I'm satisfied with my current position and level of responsibility, and I'm not really looking to advance further.



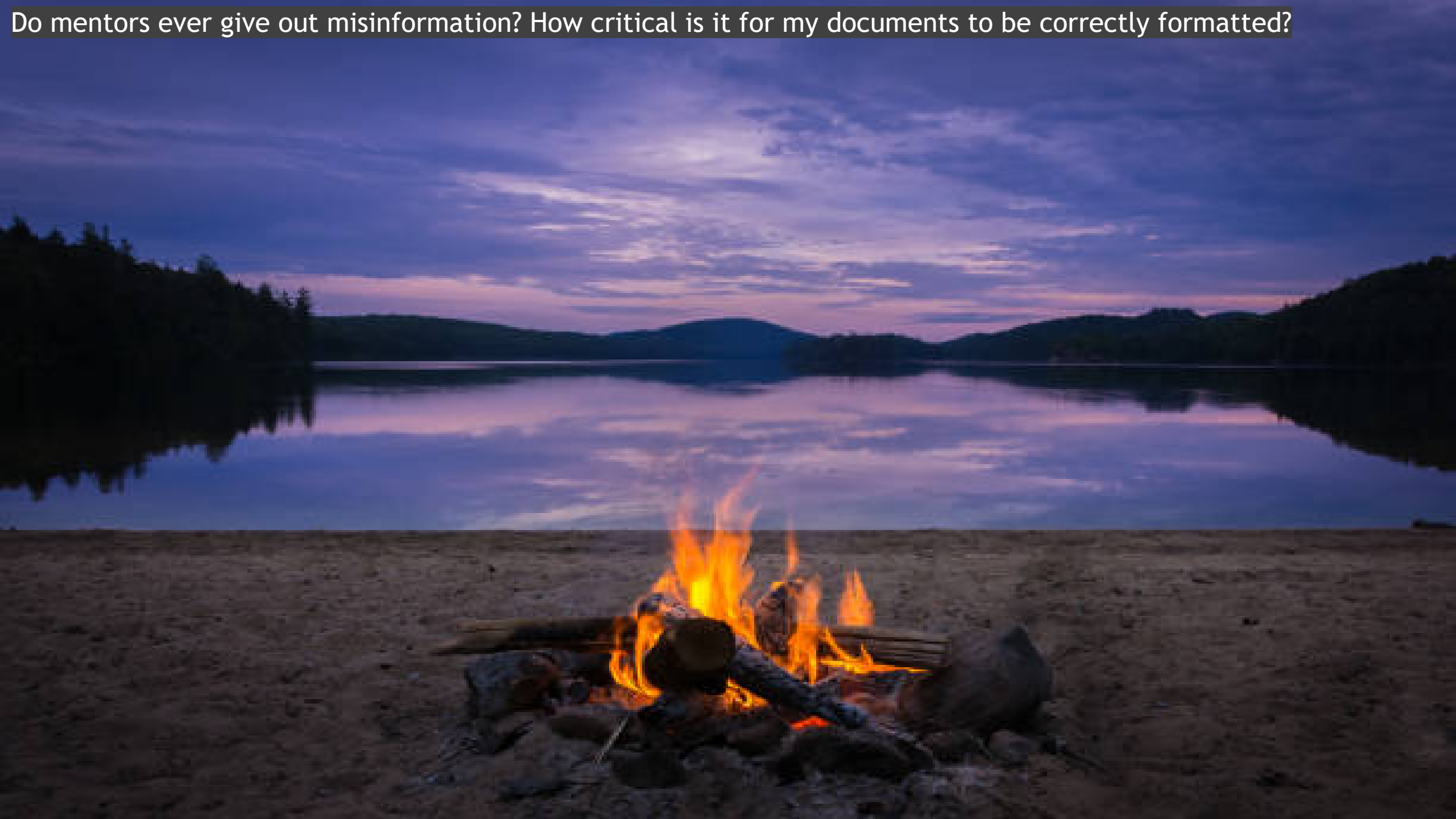
Poll Question # 5

Do you regularly prepare information for your supervisor to use in your COER evaluations, ROS, and potential award nominations, and do you regularly seek input from mentors or trusted advisors?

- A. Yes
- B. Sometimes
- C. No



Fireside Chat with CAPTs Mix, Dailey, and Wallace



Do mentors ever give out misinformation? How critical is it for my documents to be correctly formatted?

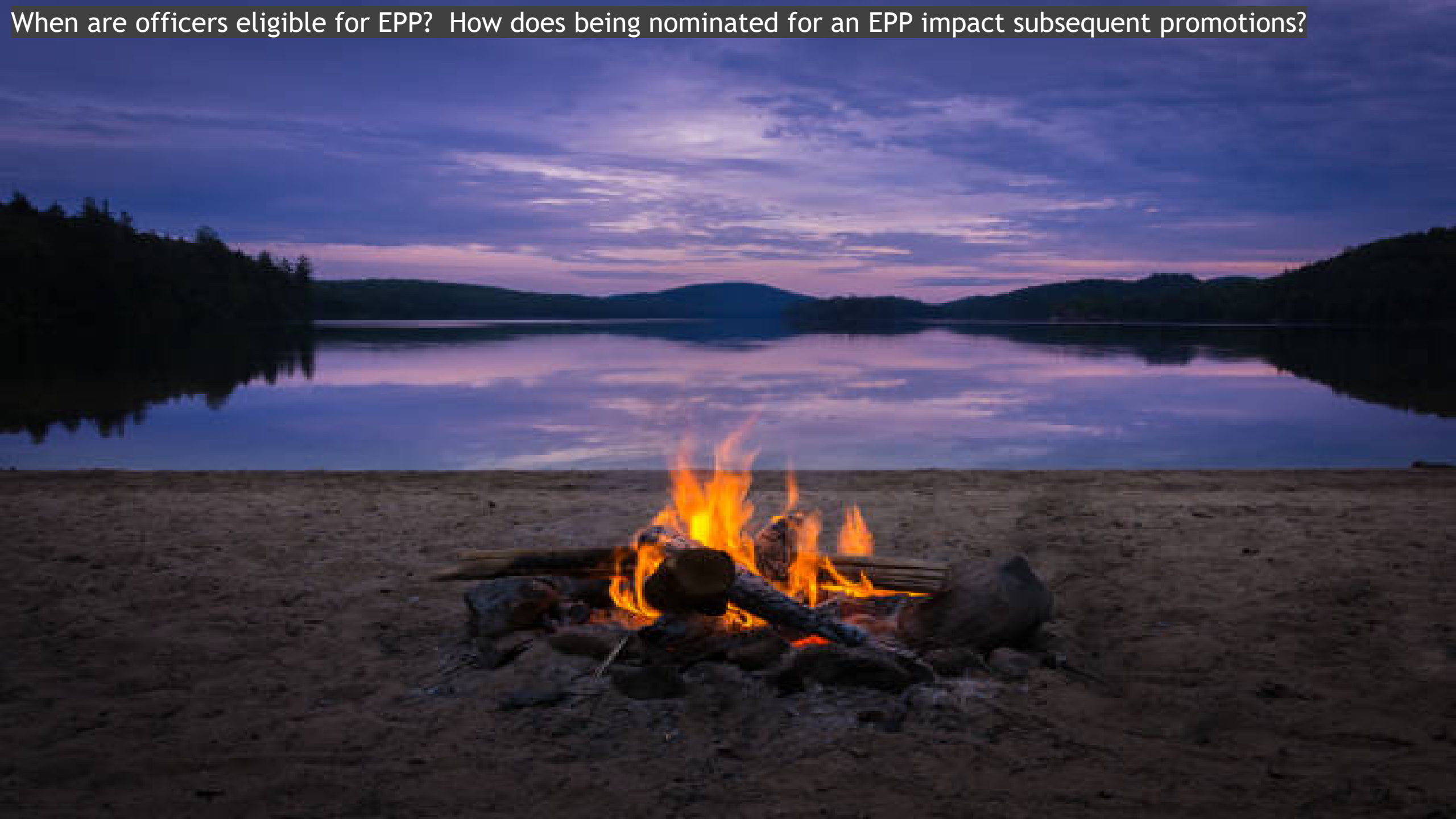
Just how important is effective writing, in your opinion?



What do you think about junior officers with CVs longer than yours? What's the balance between summarizing and listing specifics?



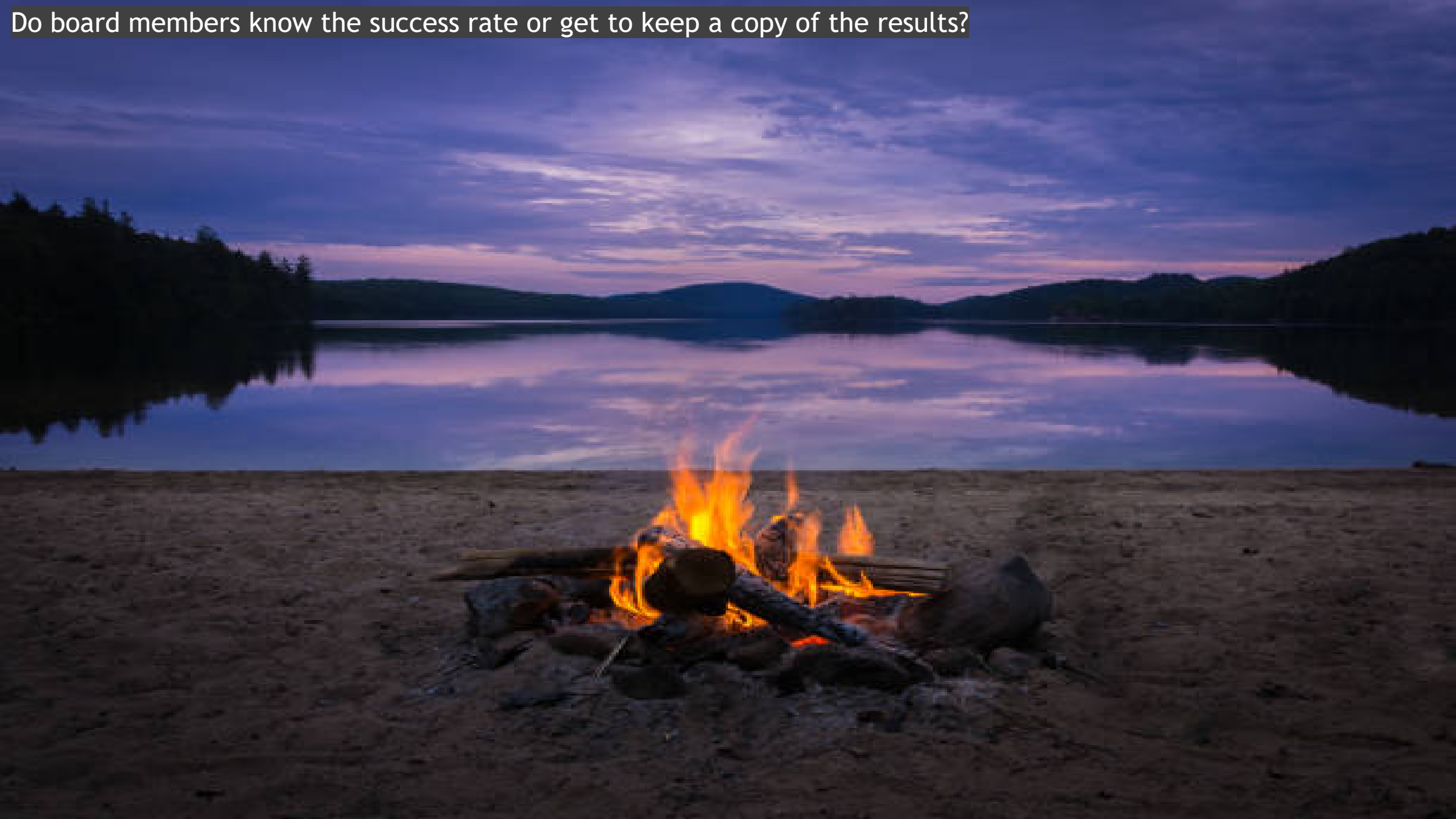
When are officers eligible for EPP? How does being nominated for an EPP impact subsequent promotions?



Do board members get a chance to iteratively refine or sort the rankings?



Do board members know the success rate or get to keep a copy of the results?



Have you ever had to turn down assignments or developmental opportunities?



What's the secret to work-life balance?



Observations and Hints (the “OHs”) (Mix)

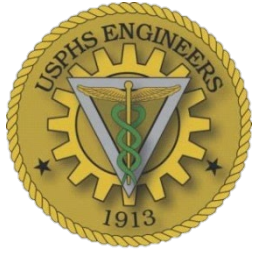
- Don't let yourself, rater, reviewer or LNO be the obstacle in your journey
- Don't make the board hunt for info
- Don't oversell yourself
- Be honest in the OS, don't repeat a lot of info, and tell something new- it's your opportunity to make luck
- It's either all you have, or there's not enough room for all of it
- Board members know what it takes for O-6, and getting there
- Board members will be fair and strive to rate consistently
- Board members can't play favorites and don't have a lot of time
 - Board members slow down for anomalies (rebuttals, w/ valor, super high-level awards, etc)
 - Board members don't argue over rankings, and don't know the promotion success rate
- Board members don't decide, but only influence the final ranking

Observations and Hints (the “OHs”) (Dailey)

- Understand first who you are and where you're going – have a vision for your future, but be open to opportunities.
- Build toward that vision with your duty assignments, TDY's, training, certifications, graduate coursework, etc.
- Understand how each activity impacts you and how you can apply it to impact your work.
- Be pro-active in seeking out assignments, mentors, and development opportunities (including awards), but be judicious in what you choose to take on.
- Be able to translate the impact of your past work and your future vision into your promotion documents through effective writing.

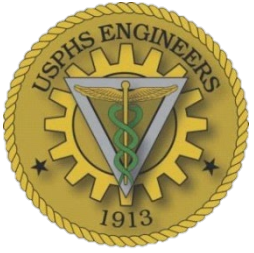
Observations and Hints (the “OHs”) (Wallace)

- Know when you will be eligible for T and P promotions and EPP.
- Be vigilant of policy and process changes, admin criteria, due dates, and submission requirements.
- Take mentoring with a grain of salt; requirements may have changed since your mentor was promoted.
- Find officers you trust to serve as each other’s sounding boards, reviewers and connections.
- Diligently prepare your promotion package regardless if it is your first or fifth time up, or is for a T or P.
- Send a weekly accomplishment report to yourself and/or drop noteworthy emails into a kudo folder. Identify metrics to track that will demonstrate your impact. Take initiative on awards.
- Don’t overextend. Consider all life aspects not just your job when determining important activities. What should you keep doing or do differently? Which roles, projects and tasks add value and which do not?
- Promotions do not define you.



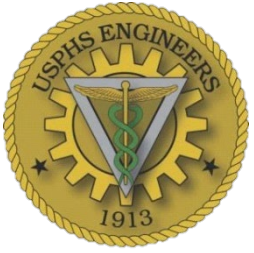
Promotion Administration

QUESTIONS?



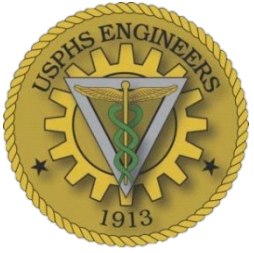
Available EPAC Resources

- ▶ EPAC Mentoring Program
- ▶ Education/Licensing
- ▶ Individual Action Plan/Individual Development Plan
- ▶ Promotion Information
- ▶ [CV Templates and Guidance](#)
- ▶ EPAC Career Development website:
https://dcp.psc.gov/OSG/engineer/career_development.aspx



Other Promotion Resources

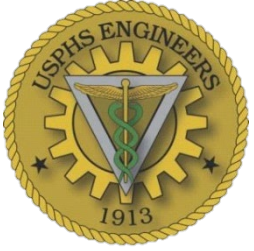
- ▶ [PY2022 Benchmarks for ALL Categories](#)
- ▶ [Promotion Process](#) and [Promotion Policy FAQs](#)
- ▶ [Temporary Grade Promotion CCI](#)
- ▶ [Competitive Promotion Eligibility Criteria](#) and [Calculating Promotion Eligibility](#)
- ▶ [EPP Criteria and FAQs](#)
- ▶ [Non-Competitive Promotion Eligibility](#) (process for Engineers up for T2 or T3)
- ▶ [eOPF General Info and Tips](#) and [EOPF FAQs](#) and [Understanding your PIR](#)
- ▶ [Board for Correction](#) (application info, past cases) and [Board for Corrections FAQs](#)
- ▶ [Permanent Grade Promotion CCI](#) and [Involuntary Separation CCD](#)
- ▶ [Force Management CCD](#)



Poll Question # 6

How much has your understanding of the promotion administration improved since the start of this session?
(select one)

- A. I've learned a lot and it was a good use of time. I have a lot to do now!
- B. I've learned some new things, and now have few things to do, or to try differently.
- C. I haven't learned anything that I can translate into action.



Upcoming EPAC Events

- ▶ Engineer Listening Sessions (1500-1700 ET)
 - ▶ August 10: LTJGs & LTs
 - ▶ August 17: LCDRs
 - ▶ August 24: CDRs
 - ▶ August 31: CAPTs
- ▶ August 12: EPAC General Meeting (1500-1630 ET)
- ▶ September 9: CPO Town Hall (1500-1630 ET)
- ▶ November 18: Senior Officer Panel #4: Developing Your Professional Network (1500-1630 ET)

Acknowledgments

- ▶ CPO Chair: RADM Edward Dieser
- ▶ Council of Captains Panelists
 - ▶ CAPT Nelson Mix
 - ▶ CAPT Alex Dailey
 - ▶ CAPT Marjorie Wallace
- ▶ Moderator: LCDR Mary Millner
- ▶ Lead: LCDR David Dar
- ▶ CDS Vice Chair: LCDR Mike Simpson
- ▶ CDS Chair: CAPT Eric Hanssen
- ▶ EPAC Chair: CDR Deborah Cox