

Analysis of Temporary and Permanent Promotion Trends for Health Services Officers, 2010-2015

**Health Services Professional Advisory Committee
Career Development Subcommittee
Assessment and Analytics Team**

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Purpose

In 2014, the Health Services Professional Advisory Committee's (HS-PAC) Career Development Subcommittee charged the Assessment and Analytics Team with conducting a yearly analysis of Temporary and Permanent promotion statistics in order to identify and characterize promotion trends among Health Services Officers (HSOs). This information is intended to help inform HSO leadership on promotion trends for the category and assist officers in preparing for promotion.

Methods

This report includes data for Promotion Year (PY) 2015, as well as PYs 2010-2014, which were previously presented in the 2014 report.

Data for this study was gathered from the Promotion Information page of the USPHS Commissioned Corps Management Information System (CCMIS)¹ website. **Table 1** shows the data points that were collected from the

Table 1. Data Points Collected for Each Rank

- **High, low, average, and cutoff promotion scores**
- **Total number of eligible officers**
- **Total number of promoted officers**
- **Average promotion precept scores of promoted officers**

CCMIS website for each rank (including Temporary and Permanent promotions) for each year data were both available and could be validated.

Temporary promotion data were available for O-4, O-5, and O-6 ranks from 2010 to 2015. Permanent promotion data were available for O-4, O-5 and O-6 from 2010-2015. Additionally, Permanent promotion data were available for O-2 and O-3 ranks from 2011-2015.

These data were copied to an Excel spreadsheet for further analysis. Using these baseline data points, the number of officers who were not promoted and the rates of successful promotions for each rank for each Promotion Year were calculated.

Analysis of the data included plotting the promotion rate for each rank by year. The promotion rates for each rank were also compared to the total number of eligible officers, as well as with the proportion of officers promoted to those not promoted.

Promotion precept data were analyzed by comparing the average scores for each of the four precepts among the three ranks included in the data (O-4, O-5, and O-6).

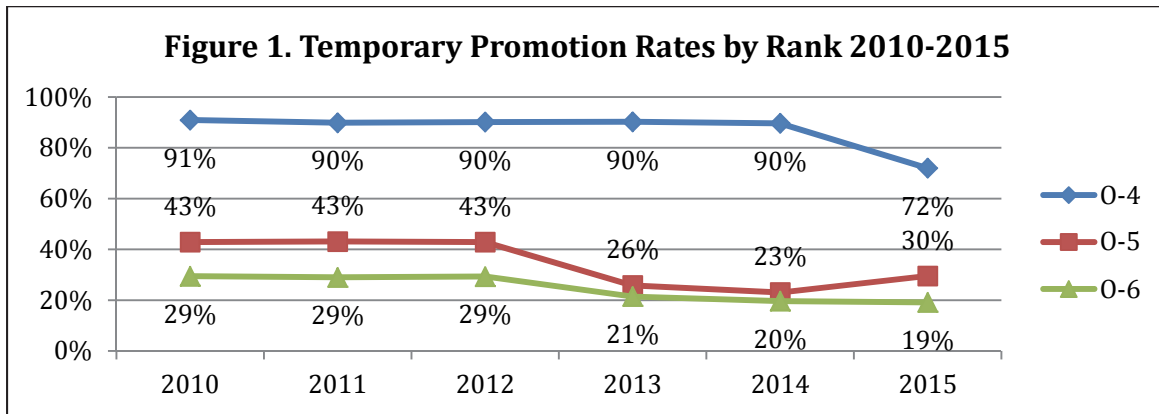
¹ Statistical information was drawn from http://dcp.psc.gov/CCMIS/promotions/Promotion_Index.aspx

Additionally, the average scores for each of the four precepts for each rank were plotted by year.

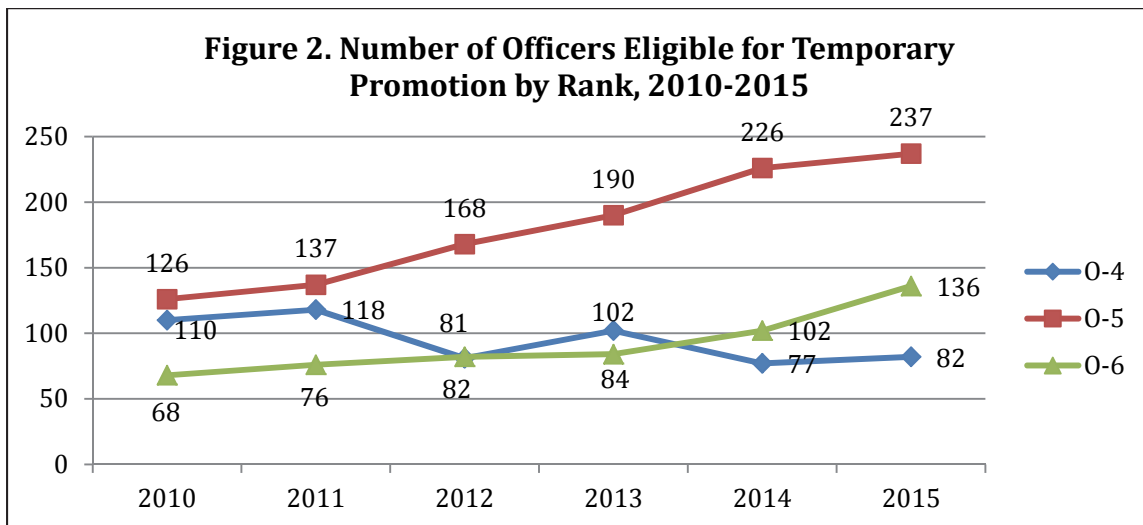
Results

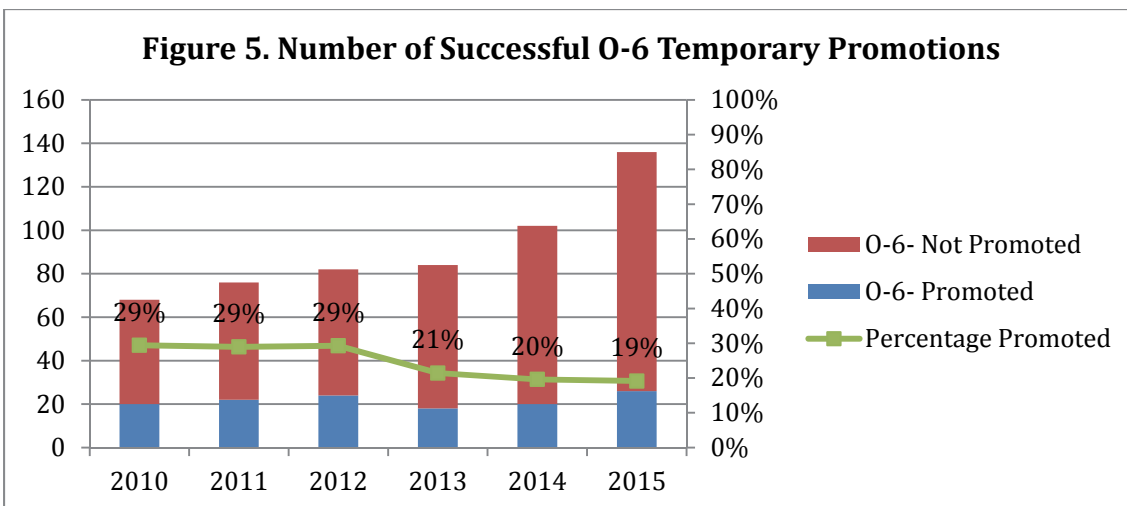
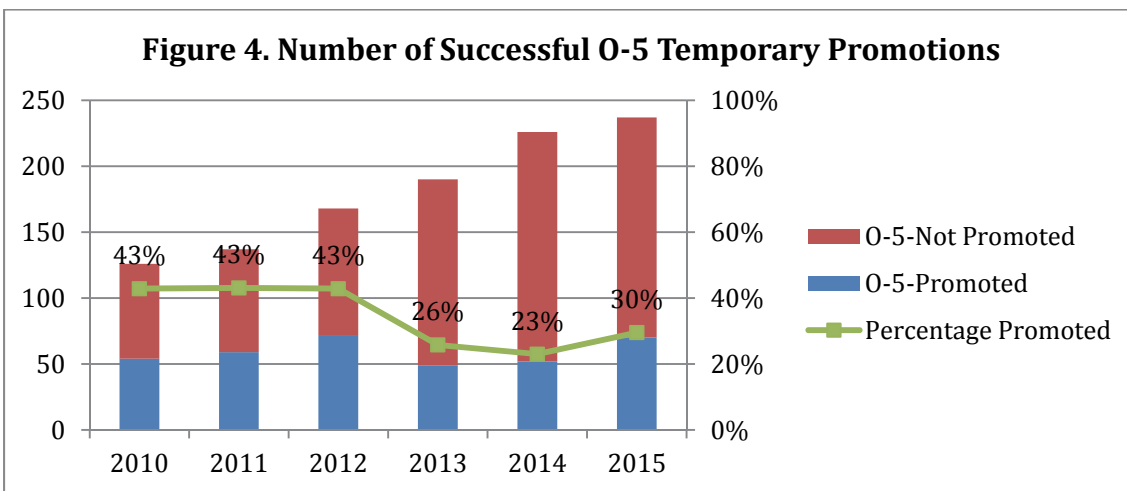
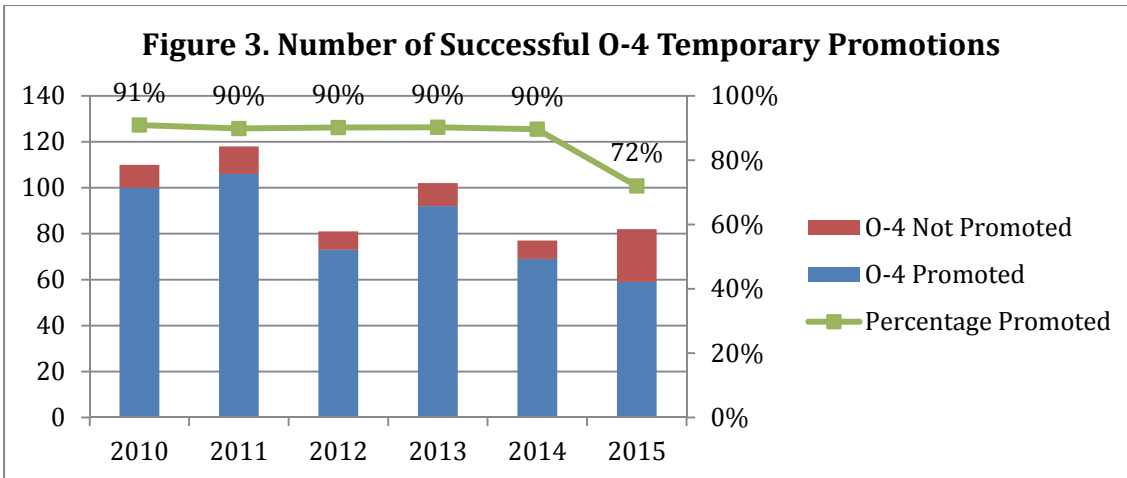
Temporary Promotion

Figure 1 shows the average promotion rate to O-4 remained consistent from 2010 through 2014 (~90%) and then dropped to 72% in 2015. The average promotion rate to O-5 and O-6 remained stable for PYs 2010–2012 (43% and 29%, respectively) before declining in 2013 (26% and 21%, respectively). Promotion rates for O-5 and O-6 in PY 2014 were consistent with 2013 levels (23% and 20%, respectively). Finally, in 2015, promotion rates for O-5 increased to 30% and rates to O-6 remained roughly stable.



The number of officers eligible for Temporary promotion to O-5 and O-6 has increased each year from 2010–2015 (**Figure 2**). **Figures 3, 4, and 5** depict the number of promoted and not promoted officers for each rank with an overlay of the promotion rate for each year.





Figures 6-9 show the change in average promotion precept scores by rank between 2012 and 2015. The general increasing trend across all precepts for all ranks seen

between 2012 and 2014 was reversed in 2015. The largest drop in 2015 was seen in the Professional Development precept. The Performance precept generally has the highest average scores across all years.

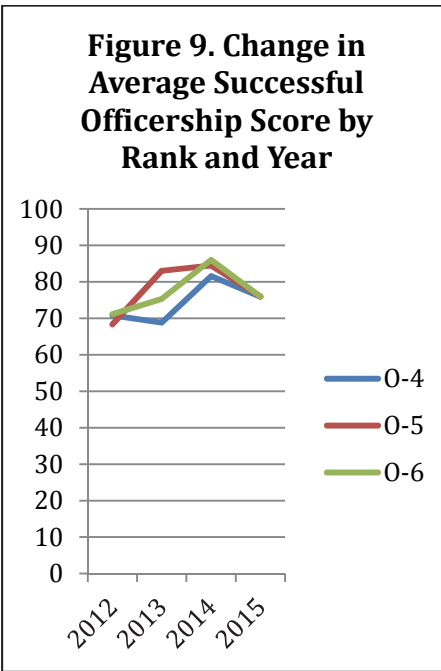
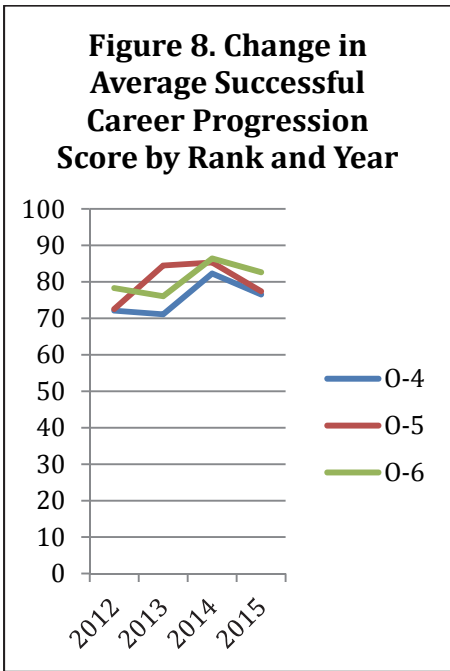
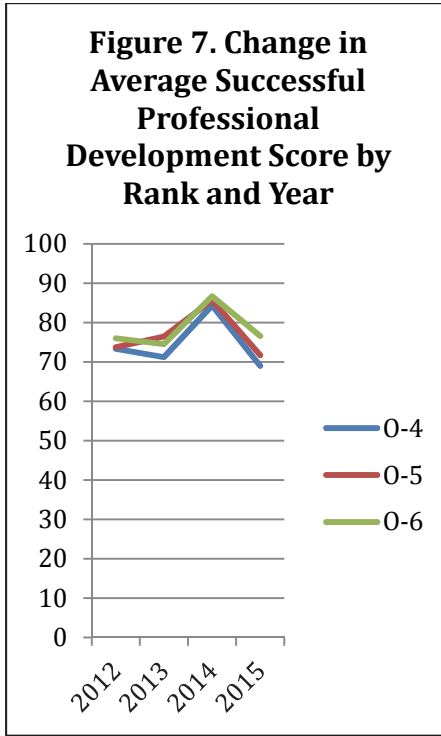
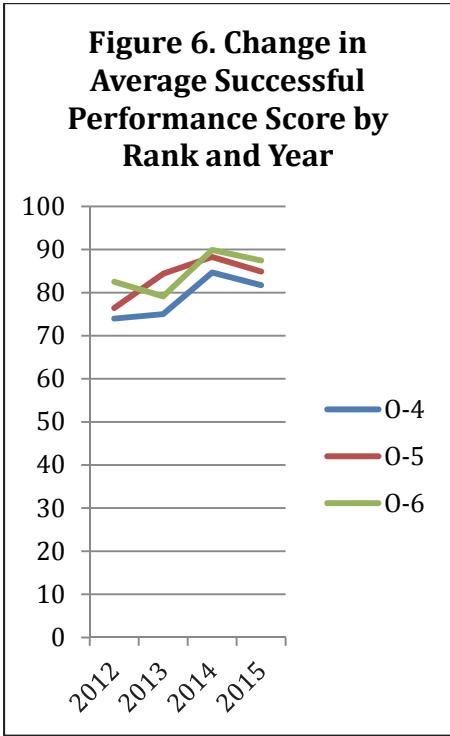


Figure 10. Average Weighted Precept Scores, 2012-15

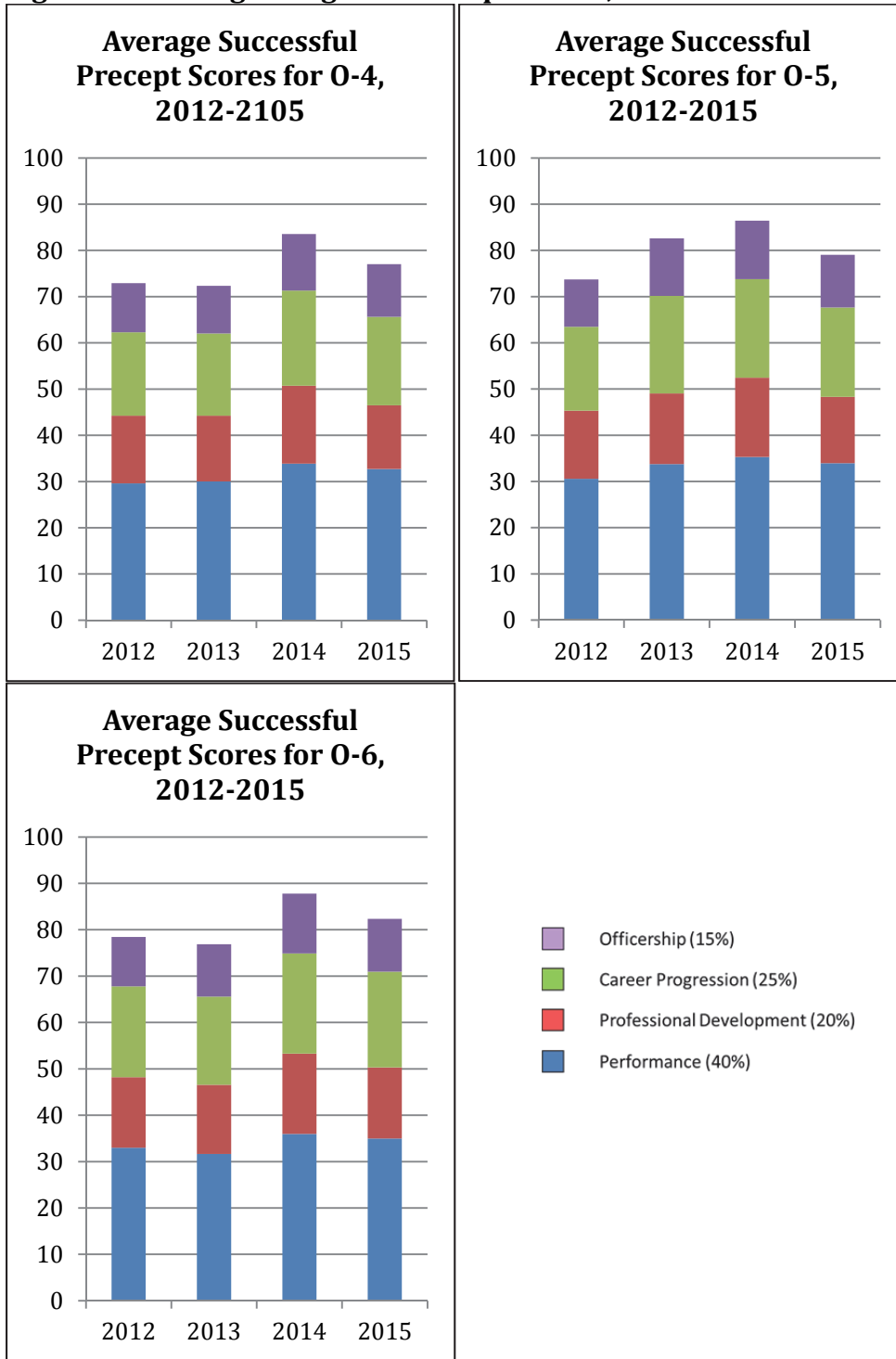


Figure 10 shows the average weighted precept score for each rank for promotion years 2012-15². That average precept scores are stacked to show their individual

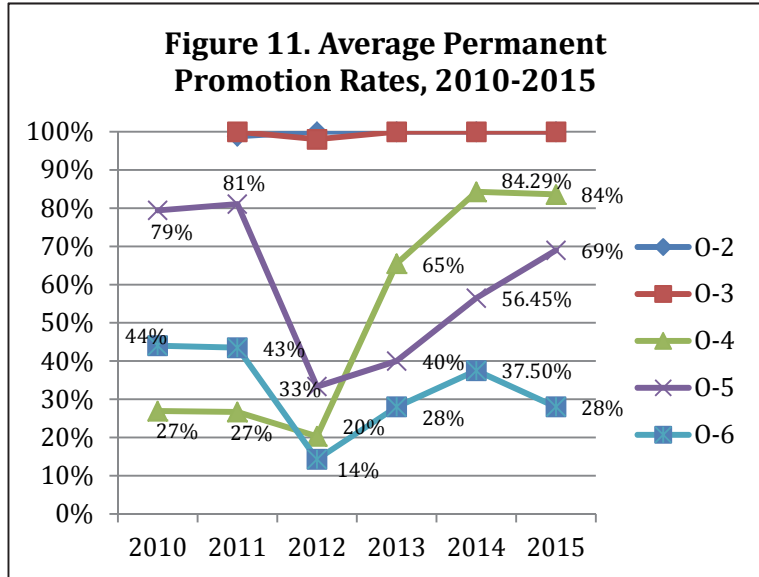
² These data are from Figures 6-9 with the average scores weighted according to the HSO promotion benchmarks.

contribution to the overall score. These figures illustrate the overall increasing of the average successful promotion score and then the recent decline in 2015.

Permanent Promotion

Figure 11 shows that the average Permanent promotion rates to O-5 and O-6 dropped substantially in 2012 (from ~80% and ~44% to 33% and 14%, respectively) and have steadily risen in the years since 2012 (save for promotion rates for O-6 in 2015.)

The average Permanent promotion rate to O-4 dropped slightly in 2012 and then increased substantially in 2013 and 2014, remaining stable in 2015 at 84 percent (**Figure 11**).



The average Permanent promotion rate to O-2 and O-3 has remained relatively constant from 2011 through 2015 (**Figure 11**).

Findings

Temporary Promotion

The lower rates for O-5 and O-6 indicate a trend of increasing difficulty for successfully being promoted. Should promotion rates continue to be constrained, the pool of officers eligible for promotion will grow each year. As a result of the higher number of officers eligible for O-5, the decrease in the Temporary promotion rate for O-4 in 2015 may develop into a trend over the next several years.

Figures 3, 4, and 5 depict the divergence in the number and rate of promotions for O-4, O-5, and O-6 from 2010–2015 and exemplify the increasing number of eligible officers for O-5 and O-6 promotion based on the reduced success rate.

Permanent Promotion

It is unclear why Permanent promotion rates dropped in 2012 for O-4, O-5, and O-6 and then rebounded in 2013 and for the most part have increased since. One discernable trend observed is the decrease in the Permanent promotion rate with the increase in rank. This reflects the same trend observed with Temporary promotion rates; the competition for promotion is more difficult with each increase in rank.

Appendix: Tables

Table A: Temporary Promotion Rates

	2010	2011	2012	2013	2014	2015
O-4	91%	90%	90%	90%	90%	72%
O-5	43%	43%	43%	26%	23%	30%
O-6	29%	29%	29%	21%	20%	19%

Table B: Number of Temporary Promoted and Not Promoted Officers by Year

	2010	2011	2012	2013	2014	2015
O-4 Promoted	100	106	73	92	69	59
O-4 Not Promoted	10	12	8	10	8	23
Total O-4 eligible	110	118	81	102	77	82
O-5-Promoted	54	59	72	49	52	70
O-5-Not Promoted	72	78	96	141	174	167
Total O-5 eligible	126	137	168	190	226	237
O-6- Promoted	20	22	24	18	20	26
O-6- Not Promoted	48	54	58	66	82	110
Total O-6 eligible	68	76	82	84	102	136

Table C: Permanent Promotion Rates

	2010	2011	2012	2013	2014	2015
O-2	N/A ³	99%	100%	100%	100%	100%
O-3	N/A	100%	98%	100%	100%	100%
O-4	27%	27%	20%	65%	84%	84%
O-5	79%	81%	33%	40%	56%	69%
O-6	44%	43%	14%	28%	38%	28%

Table D: Number of Permanent Promoted and Not Promoted Officers by Year

	2010	2011	2012	2013	2014	2015
O-2 Promoted	N/A	83	23	14	26	13
O-2 Not Promoted	N/A	1	0	0	0	0
Total O-2 eligible	N/A	84	23	14	26	13
O-3 Promoted	N/A	95	100	39	53	74
O-3 Not Promoted	N/A	0	2	0	0	0
Total O-3 eligible	N/A	95	102	39	53	74
O-4 Promoted	46	32	13	55	59	56
O-4 Not Promoted	125	88	51	29	11	11
Total O-4 eligible	171	120	64	84	70	67
O-5-Promoted	27	30	16	20	35	40
O-5-Not Promoted	7	7	32	30	27	18
Total O-5 eligible	34	37	48	50	62	58
O-6- Promoted	11	10	3	7	12	14
O-6- Not Promoted	14	13	18	18	20	36
Total O-6 eligible	25	23	21	25	32	50

³ Data not available for Permanent promotion to O-2 and O-3 for PY 2010.

Table E: Temporary Promotion Score Range by Rank and Year

		High	Low	Average	Cutoff
0-4	2010	84.05	31.95	70.040579	60.35
	2011	87	40.35	77.913583	73.45
	2012	80.95	47.05	71.550007	65.35
	2013	81.1	57.9	70.98825	64.95
	2014	88.45	77.2	83.047427	80
	2015	85.94	50.4925	76.035213	72.8
0-5	2010	91.1	5.6	71.515483	75.1
	2011	91.2	7.15	83.312805	85.6002
	2012	81.85	14.05	65.926802	69.75
	2013	88.65	5.2	75.451335	80.05
	2014	90.9	47.8	80.685654	84.6501
	2015	85.18	53.485	74.73162	76.3502
0-6	2010	87.15	42.7	72.109572	77.2
	2011	85.85	34.1	73.219086	77.85
	2012	85.35	20.2	66.867076	73.55
	2013	85.25	25.35	67.03275	72.5
	2014	92.35	61.25	82.825503	86.7501
	2015	90.025	49.875	75.2234	79.8002

Table F: Permanent Promotion Score Range by Rank and Year

		High	Low	Average	Cutoff
0-2	2011	92.45	70.2	86.009539	0
	2012	73	42.5	63.210873	42.5
	2013	75.85	36.8	62.710714	36.8
	2014	85.8	71.2	80.401923	71.2
	2015	73.75	64.25	69.26154	64.25
0-3	2011	90.45	64.75	84.854758	0
	2012	80.45	36.65	68.475009	36.65
	2013	78.05	51.8	71.20513	51.8
	2014	87.3	68.15	81.23586	68.15
	2015	82.3	53.15	72.90812	53.15
0-4	2009	91.1	45.4	74.585983	79.8
	2010	91.1	45.4	74.585983	79.8
	2011	90.5	35.15	83.71086	86.8
	2012	81.85	31.7	64.790637	71.1001
	2013	87.4	57	75.989292	75.35
	2014	90.9	53.25	79.710721	76.35
	2015	86.85	56.3	74.7612	68.05
0-5	2009	91.55	16.3	72.75147	63.4
	2010	91.55	16.3	72.75147	63.4
	2011	86.15	48.65	75.539191	69
	2012	84.75	33.7	68.073958	76.1
	2013	77.1	53.5	67.839002	70.25

	2014	92.35	73.55	82.79437	82.3501
	2015	87.2	57.5	74.28449	70.75
0-6	2009	89.7	46.95	76.488004	81.45
	2010	89.7	46.95	76.488004	81.45
	2011	87.2501	59.7	77.984786	81.65
	2012	80.15	14	68.299404	78.8
	2013	79.2	34.4	63.834	73.2
	2014	87.3	72	83.29689	85.25
	2015	86.1501	57.15	74.97626	79.7

Table G: Average Precept Scores by Year and Rank

		Performance	Professional Development	Career Progression	Officership
2012	0-4	73.97183	73.33803	72.09859	70.80282
	0-5	76.43662	73.76057	72.52113	68.33803
	0-6	82.5	76.04166	78.29166	71.125
	AVG	77.63615	74.38008667	74.30379333	70.08861667
2013	0-4	75.025	71.2375	71.075	68.825
	0-5	84.35416	76.45834	84.45834	83.04166
	0-6	79.11765	74.52941	76.05882	75.29412
	AVG	79.49893667	74.07508333	77.19738667	75.72026
2014	0-4	84.65218	84.37681	82.28986	81.56522
	0-5	88.25491	85.68627	85.31373	84.47059
	0-6	89.9	86.7	86.4	86
	AVG	87.60236333	85.58769333	84.66786333	84.01193667
2015	0-4	81.75	68.983	76.55	75.933
	0-5	84.884	71.725	77.42	75.942
	0-6	87.444	76.593	82.63	75.963
	AVG	84.69282	72.43349	78.86663	75.94608