



U.S. PUBLIC HEALTH SERVICE
COMMISSIONED CORPS
PHARMACIST PROFESSIONAL ADVISORY COMMITTEE

PROMOTION PREPAREDNESS SUB-COMMITTEE
CAREER DEVELOPMENT COMMITTEE

CV GUIDANCE UPDATE 2019



CDRs STEPHANIE DANIELS-COSTA AND ANNA SANTORO
AUGUST 21, 2019

Presentation Outline

- Updated CV Format Guidance
 - CV Guidance Document
 - Multi-agency example
 - Rank/agency-based examples
 - LT - BOP
 - LCDR – FDA
 - CDR - IHS
- Writing for Impact
- Promotion Preparedness Subcommittee Services
 - Promotion Packet Review
 - CV Review

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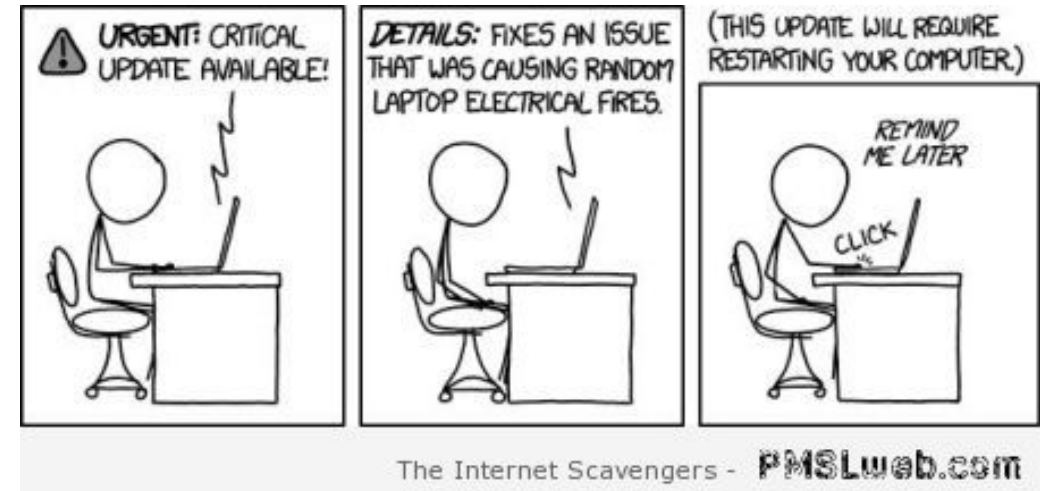
WWW.ANDERSTOONS.COM



"I think I'm most interested in hearing about the part of your resume titled 'Stuff I Totally Rocked.'"

CV Guidance Updates

- NOT a major update
- Clarifies guidance from 2018
 - Highlight writing for impact
 - Show where/how different officer duties can be placed in CV for best impact
- How is your role unique? (What makes you stand out from other officers?)o
- What are the impacts of your actions on the mission of the Corps?
- How have you demonstrated personal and professional growth as an officer through your career?
- Can other officers outside of your agency understand what you do?



CV Guidance - Performance

This section represents 40% of the promotion precepts and should take up a proportionate section of your CV coversheet. Highlight your scope of responsibility, autonomy, and impact of your actions - including geographic area, supervisory responsibilities, and policy development. All officers should list major accomplishments and their impacts. The promotion board will review the officer's ROS and PIR so there is no need to duplicate this information. Focus on your current position, however you may include significant impacts from previous position(s). Include dates.

- The first bulleted section should be an elevator-pitch-type description of your position and scope of responsibility. Sub-bullets should detail major accomplishments and impacts.
- Only include USPHS awards that meet/exceed the benchmarks. Also list agency/non-USPHS awards (e.g., organization awards)
 - Focus on individual awards or group awards above the regional level. Provide impact and year awarded – Do NOT repeat the citation.
- List major publications and presentations that are related to your agency/position. Consider consolidating to save space (e.g. National -3, regional/state -5, local -12). These listing should demonstrate how you are recognized as a SME or recognized expert in your field.
- List significant collateral duties (i.e., duties assigned by agency or OSG in addition to your regular duties). Highlight impacts and level of involvement, e.g., local, regional, national. For example, if collateral duty translates to a title (e.g., Preceptor for students/residents, Clinical Specialist, GPRA coordinator, acting team leader for >3 months, etc.), list the title and impacts in this section.



CV Guidance – Education, Training, and Professional Development

This section represents 20% of the promotion precepts. List degrees/certifications that are impactful to current job/USPHS mission or will be impactful for the direction of your career. Highlight what you are doing to further your education and increase your skills, and why or how you use it in your position. Your post-entry level degree must provide value to USPHS and/or your agency.

- List entry level and relevant post-entry-level degrees (e.g. MPH, MS, MBA), certifications (e.g. BCPS, NCPS, COR, RAC, etc.), and significant and/or executive-level public health and leadership training with date enrolled or completed.
 - For post-entry-level degrees in progress, include % completed and/or number of credits attained.
 - For certifications list expiration dates as applicable
- List significant degrees/certifications/trainings in order of importance (higher to lower level). Include dates. Use bold type judiciously.
- Provide a brief description explaining how this degree and/or training have helped you enhance your performance, improve your agency, and/or advance the USPHS mission.
- DO NOT list BLS, OBC/BOTC, or training ribbon as these are requirements of all officers.



CV Guidance – Career Progression & Potential

This section represents 25% of the promotion precepts and should read as a timeline of your career, highlighting major changes in billet, mobility, and scope of responsibility. DO NOT list Regular Corps.

- List assignment, billet, agency, city, state, and dates. Emphasize the most recent positions (5-7 years) to demonstrate growth and increased scope of responsibility.
- Highlight significant deployments and TDYs. May be summarized (include number and total days/weeks).
- Highlight mission contributions: isolated/hazardous duty area positions and community outreach efforts in support of the Surgeon General's initiatives. Include dates.
- List Collateral Duties related to USPHS or previous positions and level of involvement (i.e., local, regional, and national). Do not duplicate collateral duties listed in the Performance section.



CV Guidance - Professional Contributions and Services to the USPHS Commissioned Corps

This section represents 15% of the promotion precepts. The Readiness section has been removed since all officers must be Basic Ready to be considered for promotion. This section should explain what you do that's not specifically related to your official position and how it contributes to USPHS, the community, or others. Specify leadership roles in these activities. Ensure that positions (including membership) are verified with supporting documentation in your eOPF.

- List meaningful involvement (e.g. PharmPAC, JOAG, deployment teams, professional organizations) with position/role held (e.g. chair, committee lead, sub-committee member).
 - Include impact(s) and dates.
- List professional presentations/publications that are given as an officer (not related to your official position). Describe impact and audience. Do not duplicate with those listed in the Performance or Career Progression sections. Consider listing to save space (e.g. PACE-4 local).
- List service/involvement that shows visibility of the corps (e.g., in uniform, or as liaison/representative to PHS/Agency). Describe impact and audience; focus on activities where you led, planned, or helped to develop.
- Specify involvement and role in Corps or agency-based mentorship programs. Include dates.



CV Example – Multi-Agency BEFORE

LCDR Sansa Stark, PharmD, NCPS

PHS#80000

CURRICULUM VITAE COVER SHEET

LCDR Sansa Stark

July 2019

PERFORMANCE

- **Deputy Chief Pharmacist**, Winterfell Medical Center (WMC), Andal Health Service (AHS) 2016-present
 - Manage pharmacy operations
 - Precept pharmacy students – Preceptor of the Year
 - Anticoagulation Clinic Manager
 - Inventory, order, and document vaccinations given in the health center
 - Perform monthly audits of narcotics and enhanced inventories
 - Antibiotic Stewardship Committee Member
 - Lead pharmacist in prescription processing and clinical intervention volume
- Agency Awards: Riverrun Correctional Complex – Care Level II Pharmacy of the Year (2011); WDA CDER Group award for superior performance in support of pharmacy regulatory actions (2013, 2014)
- PAC Pushup Challenge – Top Female Pharmacy Category, 1st week 2018
- Presidential Unit Citation for Ebola Response 2016
- PHS UC – Westeros WDA Flu Vaccine Clinic Volunteer 2013-14
- PHS CM for exemplary performance on detail to FOIA office
- PHS Citation for exemplary performance as a clinical pharmacist at Riverrun Correctional Complex 2012
- AHS Northern Kingdom Pharmacy Conference Presenter: Pain Management 2018
- Presentation: Winterfell University



CV Example – Multi-Agency AFTER

PHS#BXXXXX

CURRICULUM VITAE COVER SHEET

LCDR Sansa Stark, PharmD NCPS

July 2019

PERFORMANCE

- **Deputy Chief Pharmacist**, Winterfell Medical Center (WMC), Andal Health Service (AHS) _____ 2016-present
 - Manages pharmacy operations for a 150-bed regional hospital, supervise 22 pharmacists and 30+ pharmacy technicians with annual budget >\$10 million and >16,000 outpatient visits per year
 - Implemented system for tracking supply requests & auto-order capability to maintain par levels
 - Reduced out-of-stock items by 87%, administrative hours by 54%, and overall expenses by 12% in FY18
 - Precepted 6 pharmacy students per year (14 total) from Casterly Rock University School of Pharmacy (CRUSOP)
 - Awarded CRUSOP Preceptor of the Year in 2018
 - Collateral Duty: Anticoagulation Clinic Manager, ~100 patients - 1,200+ visits/year
 - Improved patients' average time-in-therapeutic range (TTR) from 44% in FY17 to 58% in FY18 and 73% in FY19
 - Added at-home INR monitoring and videoconference capability in 2019 – Reduced no-show rate by 41% vs FY18
 - Collateral Duty: Inventory, order, and document vaccinations given in the health center
 - Perform monthly audits of narcotics and enhanced inventories
 - Antibiotic Stewardship Committee Member
 - Partnered with WHS lab sciences and informatics units to create EHR encounter templates for APPs based on local antibiogram that reduced inappropriate fluoroquinolone use by 32% in FY2019
- Regulatory Review Officer, Center for Drug Evaluation and Research, Wine & Drug Administration (WDA) _____ 2012-2015
 - Managed New Drug Application process for 50+ packets, >90% determined within 6 months or less
 - Lead pharmacist in prescription processing and clinical intervention volume
- Agency Awards: Riverrun Correctional Complex – Care Level II Pharmacy of the Year (2011); WFDA CDER Group award for superior performance in support of pharmacy regulatory actions (2013, 2014)
- PHS CM: for Dexamplary performance on detailed to FOIA office at FDA – cleared 2-year backlog of 800+ documents in <12 weeks _____ 2014
- PHS Citation for exemplary performance as a clinical pharmacist at Riverrun Correctional Complex _____ 2012
- Invited Speaker: AHS Northern Kingdom Pharmacy Conference Presenter: Pain Management _____ 2018



CV Example – Multi-Agency FINAL

PHS#8XXXXX

CURRICULUM VITAE COVER SHEET

LCDR Sansa Stark, PharmD NCPS

July 2019

PERFORMANCE

- **Deputy Chief Pharmacist**, Winterfell Medical Center (WMC), Andal Health Service (AHS) 2016-present
 - Manages pharmacy operations for a 150-bed regional hospital, supervise 22 pharmacists and 30+ pharmacy technicians with annual budget >\$10 million and >16,000 outpatient visits per year
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 - Added at-home INR monitoring and videoconference capability in 2019 – **Reduced no-show rate by 41%** vs FY18
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 - Partnered with WHS lab sciences and informatics units to create EHR encounter templates for APPs based on local antibiogram that **reduced inappropriate fluoroquinolone use by 32% in FY2019**
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 - Managed New Drug Application (NDA) process for 50+ packets, >90% determined within 6 months or less
- Agency Awards: Riverrun Correctional Complex – Care Level II Pharmacy of the Year (2011); WDA CDER Group award for superior performance in support of pharmacy regulatory actions (2013, 2014)
- **PHS CM**: Detailed to FOIA office at WDA – cleared 2-year backlog of 800+ documents in <12 weeks 2014
- Invited Speaker: AHS Northern Kingdom Pharmacy Conference Presenter: Pain Management 2018



CV Example – Multi-Agency BEFORE Cont'd

EDUCATION, TRAINING, AND PROFESSIONAL DEVELOPMENT

- PGY-1 Residency completion at Riverrun Correctional Complex 2009-2010
- Master's in healthcare administration
- Training: Andal Health Service Pharmacy Practice Training Program (PPTP) 2015
 - This training enhanced my performance through varied and extensive education and hands on learning
- Doctor of Pharmacy (Pharm.D.), Casterly Rock University 2009
- Targaryen Leadership Academy
- National Clinical Pharmacy Specialist, Chronic Care 2015
- Rx for Change Tobacco Cessation Program 2008
- WHA Basic Life Support
- How to Win Friends and Influence People
- Bachelor of Science: Needlepoint, Winterfell University College of Arts & Sciences (Cum Laude) 2002



CV Example – Multi-Agency AFTER Cont’d

EDUCATION, TRAINING, AND PROFESSIONAL DEVELOPMENT

- Matriculated, Masters in Healthcare Administration (MHA), Highgarden University (27 of 42 credits complete)
2017
 - Applying management principles to improve pharmacy department financial and operational efficiency
- **Board-Certified Pharmacotherapy Specialist (BCPS)** 2016-2023
- **National Clinical Pharmacy Specialist (NCPS)**, Comprehensive Chronic Care 2016-2019
- Leadership Training: Targaryen Leadership Academy: Servant Leadership Course 2015
- Public Health Training: Opioid Rapid Response Team Training 2019
- PGY-1 Residency completion at Riverrun Correctional Complex _____ 2009-2010
- Doctor of Pharmacy (Pharm.D.), Casterly Rock University 2009
- ~~Training: Westeros Health Service Pharmacy Practice Training Program (PPTP) _____ 2015~~
 - ~~This training enhanced my performance through varied and extensive education and hands-on learning~~
- ~~Doctor of Pharmacy (Pharm.D.), Casterly Rock University _____ 2009~~
- ~~National Clinical Pharmacy Specialist, Tobacco Cessation _____ 2015~~
- ~~Rx for Change Tobacco Cessation Program _____ 2008~~
- ~~AHA Basic Life Support (BLS) _____~~
- ~~How to Win Friends and Influence People~~
- ~~Bachelor of Science: Needlepoint, Winterfell College of Arts & Sciences (Cum Laude) _____ 2002~~



CV Example – Multi-Agency FINAL Cont'd

EDUCATION, TRAINING, AND PROFESSIONAL DEVELOPMENT

- Matriculated, **Masters in Healthcare Administration (MHA)**, Highgarden University (27 of 42 credits complete) 2017
 - Applying management principles to improve pharmacy department financial and operational efficiency
- **Board-Certified Pharmacotherapy Specialist (BCPS)** 2016-2023
- **National Clinical Pharmacy Specialist (NCPS)**, Comprehensive Chronic Care 2016-2019
- Leadership Training: Targaryen Leadership Academy: Servant Leadership Course 2015
- Public Health Training: Opioid Rapid Response Team Training 2019
- PGY-1 Residency completion at Riverrun Correctional Complex 2009-2010
- Doctor of Pharmacy (PharmD), Casterly Rock University 2009



CV Example – Multi-Agency BEFORE Cont’d

CAREER PROGRESSION AND POTENTIAL

- **Deputy Chief Pharmacist**, Winterfell Medical Center, AHS, Winterfell, The North (O-5 billet, ISOHAR) 2015-present
 - Collateral Duties: AHS Monarch Selection Committee, Student Preceptor, Community Coordinator
- Regulatory Review Officer, WDA, King’s Landing (O-5 billet) 2012-2015
 - Awards Committee
- Clinical Pharmacist, Riverrun Correctional Complex, Riverrun, Riverlands (O-4 billet) 2010-2012
- Pharmacy Resident, Riverrun Correctional Complex, Riverrun, Riverlands (O-3 billet) 2009-2010
- TDY: Castle Black Health Clinic (2018), Fleabottom Women’s Detention Center (2011)

CHARACTERISTICS OF A CAREER OFFICER AND SERVICE TO THE CORPS

- APFT Outstanding level 2017-present
- Northern Kingdom COA Chapter, Service Committee Lead 2018-present
- PharmPAC member 2009-present
- JOAG Outreach Committee – Officer Basic Course Volunteer 2014
- Volunteered at Direwolf Animal Shelter 2016
- PACE Smoking Cessation Presenter 2017-present
- Volunteered at Cersei Lannister Shame Walk & 5k Fun Run Race 2013



CV Example – Multi-Agency AFTER Cont'd

CAREER PROGRESSION AND POTENTIAL

- **Deputy Chief Pharmacist**, Winterfell Medical Center, WHS, Winterfell, The North (O-5 billet, ISOHAR) 2015-present
 - Collateral ~~Duties~~: AHS Monarch Selection Committee (Nat'l), WMC Community Liaison Officer/Resident Preceptor, Coordinator
- Regulatory Review Officer, WDA, King's Landing (O-5 billet) _____ 2012-2015
 - WDA Commissioned Corps Awards Review & Assistance Committee
- Clinical Pharmacist, Riverrun Correctional Complex, BOP, Riverrun, Riverlands (O-4 billet, HAZ) 2010-2012
- Pharmacy Resident, Riverrun Correctional Complex, BOP, Riverrun, Riverlands (O-3 billet, HAZ) 2009-2010
- PACE Smoking Cessation Committee 2017-present
 - Presented on tobacco cessation to 120+ community members at Castle Cerwyn, White Harbor, and Karhold 2019
 - Noted 10-25% increase in appointment requests at each local tobacco cessation clinic following sessions
- TDY: Castle Black Health Clinic (2018), Fleabottom Women's Detention Center (2011) – 3 weeks total

CHARACTERISTICS OF A CAREER OFFICER AND SERVICE TO THE CORPS

- ~~APFT Outstanding level~~ _____ 2017-present
- Northern Kingdom COA Chapter, **Service Committee Chair** _____ 2018-present
 - Organized volunteer program to provide weekly pharmacist assistance to Bear Island Free Clinic through 12/2019
- PharmPAC ~~member~~ UPOC for Winterfell University School of Pharmacy (WUSOP)
 - Recruitment Presentation: Winterfell College WUSOP – 60+ contacts, 2 JRCOSTEP applicants
2018
- JOAG Outreach Committee – Officer Basic Course Volunteer (OBC 88-91) _____ 2014
- ~~Volunteered at Direwolf Animal Shelter~~
 - ~~PACE Smoking Cessation Committee~~
- Medical volunteer coordinator at Cersei Lannister Shame Walk & 5k Fun Run Race _____ 2013



CV Example – Multi-Agency FINAL Cont'd

CAREER PROGRESSION AND POTENTIAL

- **Deputy Chief Pharmacist**, Winterfell Medical Center, AHS, Winterfell, The North (O-5 billet, ISOHAR) 2015-present
 - Collaterals: PHS Monarch Selection Committee (Nat'l), WMC Community Liaison Officer
- **Regulatory Review Officer**, WDA, King's Landing (O-5 billet) 2012-2015
 - WDA Commissioned Corps Awards Review & Assistance Committee
- **Clinical Pharmacist**, Riverrun Correctional Complex, BOP, Riverrun, Riverlands (O-4 billet, HAZ) 2010-2012
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CHARACTERISTICS OF A CAREER OFFICER AND SERVICE TO THE CORPS

- **Northern Kingdom COA Chapter, Service Committee Chair** 2018-present
 - Organized volunteer program to provide weekly pharmacist assistance to Bear Island Free Clinic through 12/2019
- **PharmPAC UPOC for Winterfell University School of Pharmacy (WUSOP)**
 - **Recruitment Presentation: WUSOP – 60+ contacts, 2 JRCOSTEP applicants** 2018
- **JOAG Outreach Committee – Officer Basic Course Volunteer (OBC 88-91)** 2014
- **Medical volunteer coordinator at Cersei Lannister Shame Walk & 5k Fun Run Race** 2013

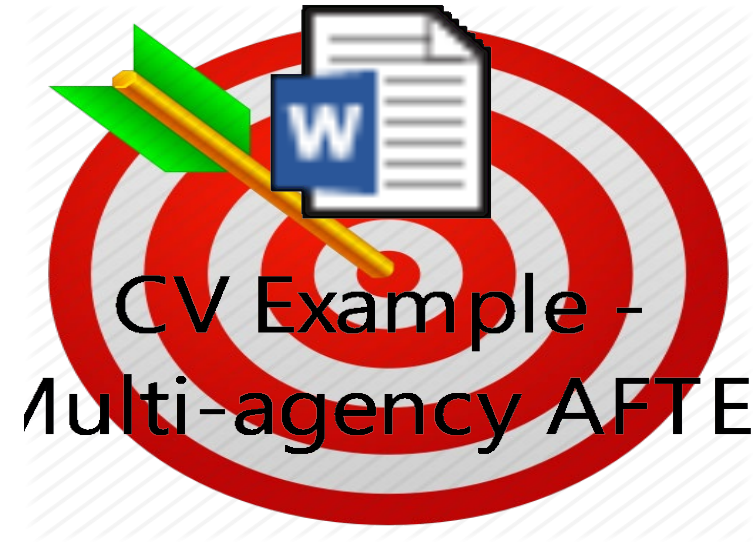


CV Examples – Before & After



CV Example -
Multi-agency BEFOI

CV Example – Multi-Agency
BEFORE



CV Example -
Multi-agency AFTE

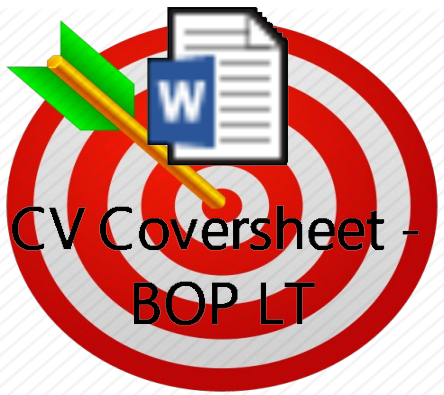
CV Example – Multi-Agency
AFTER (Changes Tracked)

CV Coversheet Examples



CV Coversheet -
Multi-agency

CV Coversheet Example:
Multi-Agency



CV Coversheet -
BOP LT

CV Coversheet Example:
BOP LT



CV Coversheet -
FDA LCDR

CV Coversheet Example:
FDA LCDR



CV Coversheet -
IHS CDR

CV Coversheet
Example: IHS CDR

Writing for Impact

- **What did you do and why is it important?**
- **How does your accomplishment relate to the mission(s) of your agency and/or the Corps?**
- **Can other officers outside of your agency understand what you've done?**



Building Bullets

- 1. Extract the facts
 - What did you do?
 - How did you do it?
 - Why is it important?
 - Quantify the actions and results
- 2. Build the bullet structure
 - Accomplishment → Impact
 - Start with an action verb, describe what was done, end with the results
- 3. Streamline the bullet
 - Accuracy
 - Brevity
 - Specificity



Bullet Examples

- **Opened** Salazar Slytherin's Chamber of Secrets and defeated the basilisk
 - Delayed re-corporation of Lord Voldemort by 2 years, saving the lives of hundreds of Muggle-born wizards
 - Created portable horcrux destruction device that directly contributed to the downfall of Lord Voldemort and the Dark Forces' defeat in the Battle of Hogwarts
- **Initiated** new facility-wide protocol enabling pharmacists to extend medication refills; order same-day lab testing, and schedule PCP follow-up appts
 - Reduced number of patients lost to follow-up annually by 23%
 - Increased rate of compliance with CMS Comprehensive Diabetes Care standard by 15%
- **Vice-Chair** of Generic Drug User Fee Amendments II (GDUFA II) Review Classification Working Group
 - **Led** 26 team members in 11 offices/divisions to develop review classification process
 - Implemented congressional mandate of shorter review timelines for priority applications within time frame specified.
- **Implemented** local EHR change to default Rx duration for chronic medication to 365 days.
 - Reduced new prescription volume by 17% in FY18 vs FY19; 25% increase in pharmacist time spent on patient counseling; on-time refills increased by 34%



Create a bullet (or two)

- Audience participation:
- Accomplishment
 - Impact 1
 - Impact 2
- Do the measurements in the billet reflect reality? Are they easily understood by those reading the bullet?
- How can we make the bullet shorter? Can ancillary words be removed? Are there more concise descriptors? Can we simplify the structure?
- How does the bullet relate to the Corps mission? Is there any jargon that needs to be simplified?



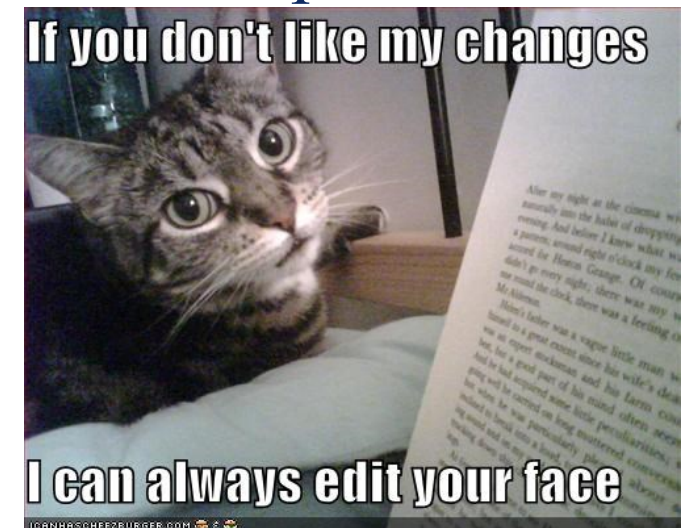
Promotion Preparedness Subcommittee

- Promotion Benchmark Group Reviews
 - Packet review instead of single document
 - CV + COER + OS + PIR +/- ROS
 - 3 x 3 review program – each senior officer reviews 3 packets, each junior officer receives 3 reviews
 - Feedback is provided on benchmark review form
 - Offered September 1-30



Promotion Preparedness Subcommittee

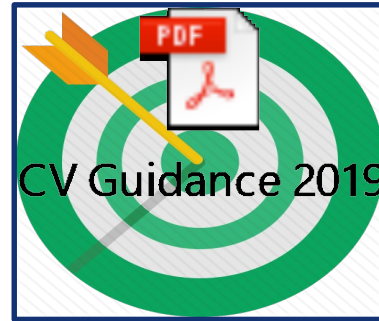
- CV Review
 - The officer's CV will be provided to a senior officer from a different agency to review and provide feedback.
 - Feedback is provided on the benchmark review form +/- specific edits to the CV document
 - Offered October 14-November 14



Resources/References:



Preparing for
Pharmacy
Promotion Tips



Curriculum
Vitae Guide
2019-2020



Tongue & Quill Excerpt –
Writing Better Bullet Statements

Remember, Promotion is a Marathon... Not a Sprint

- Changes you make now may not produce measurable impacts for several years.
- Promotion is very competitive, and the line between promoted and non-promoted officers may be by a fraction of a point.
- It's absolutely critical to make the information you present to the board as concise, clear, and direct as possible.



Helpful Links

- PharmPAC Career Development
 - https://dcp.psc.gov/OSG/pharmacy/sc_career.aspx
- PharmPAC CV Resources
 - https://dcp.psc.gov/OSG/pharmacy/sc_career_cvce.aspx



Benchmark/CV Review Program Contacts:

Program Leads: CDR Stephanie Daniels-Costa
E. Regional Pharmacy Consultant
ICE Health Service Corps
619-214-2985
Stephanie.d.daniels@ice.dhs.gov

CDR Anna Santoro
Clinical Psychiatric Pharmacist
FMC Devens, Federal Bureau of Prisons
978-796-1352
astevenson@bop.gov

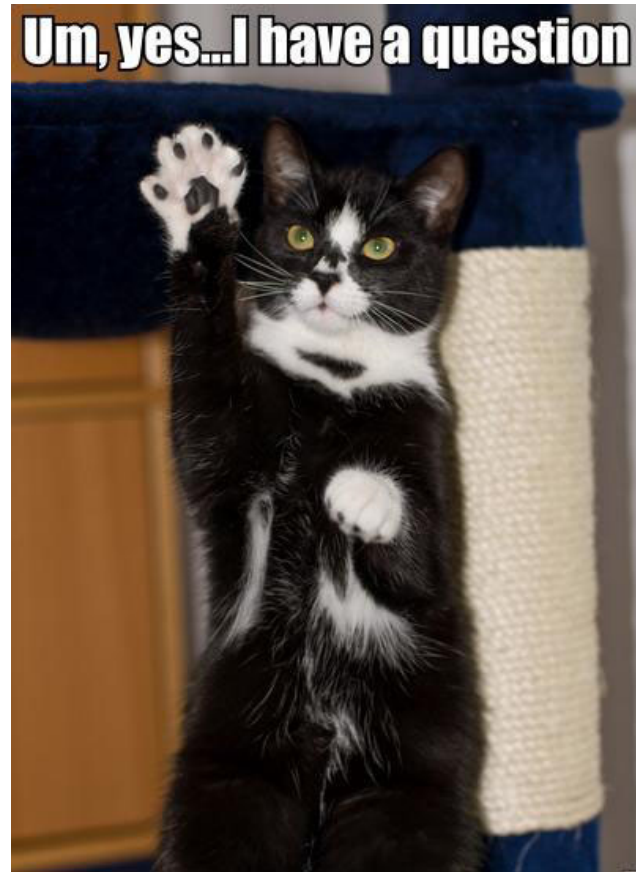
Lead Review Coordinator: CDR Stephen Rabe
Stephen.m.rabe@ice.dhs.gov

Review Coordinators: LCDR Jessica Voqui
Jessica.Voqui@fda.hhs.gov
LCDR Hong Vu
Hong.Vu@fda.hhs.gov
LCDR Marc Gentile
M1Gentile@bop.gov

LCDR Tenzin Jangchup
tenzin.jangchup@fda.hhs.gov
LCDR Kristina Snyder
Kristina.m.Snyder@ice.dhs.gov
LCDR Josie Zepeda
Josephine.d.zepeda@ice.dhs.gov



Questions?



- Questions regarding benchmark changes or general promotion questions should be submitted to [LCDR Kendra Jenkins](#) for RADM Bingham's PharmPAC panel presentation in October

CURRICULUM VITAE COVER SHEET

LCDR Sansa Stark, PharmD NCPS

July 2019

PERFORMANCE

- **Deputy Chief Pharmacist**, Winterfell Medical Center (WMC), Andal Health Service (AHS) 2016-present
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- **PHS CM**: Detailed to FOIA office at WDA – cleared 2-year backlog of 800+ documents in <12 weeks 2014
- Invited Speaker: AHS Northern Kingdom Pharmacy Conference Presenter: Pain Management 2018

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- Doctor of Pharmacy (PharmD), Casterly Rock University 2009

CAREER PROGRESSION AND POTENTIAL

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CHARACTERISTICS OF A CAREER OFFICER AND SERVICE TO THE CORPS

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 - Organized volunteer program to provide weekly pharmacist assistance to Bear Island Free Clinic through 12/2019
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 - **Recruitment Presentation: WUSOP – 60+ contacts, 2 JRCOSTEP applicants** 2018
- JOAG Outreach Committee – Officer Basic Course Volunteer (OBC 88-91) 2014
- Medical volunteer coordinator at Cersei Lannister Shame Walk & 5k Fun Run Race 2013

CURRICULUM VITAE COVER SHEET

LT Lyanna Mormont, PharmD NCPS

July 2019

PERFORMANCE

- **Clinical Pharmacist**, Bear Island Correctional Institute (BICI), Westeros Bureau of Prisons 2016-present
 - Assists in pharmacy operations for a 550-bed Care Level II medium-security institution housing males & females; supervise 1 staff pharmacist, 2 pharmacy techs when serving as Acting Chief Pharmacist (approx. 30 days/year)
 - Implemented scannable electronic system for tracking pill-line prescriptions dispensed to satellite housing units
 - Reduced lost/replaced medications by ~75% (87 in FY18, 22 in FY19), averting approximately \$6k expense and reducing delays in care
 - Precepted 2 pharmacy students per year (4 total) from Winterfell University School of Pharmacy (WUSOP)
 - **Chronic Disease Collaborative Practice Agreement**
 - Managed panel of 80+ patients (>500 encounters/year) w/ chronic medical conditions including diabetes, hypertension, chronic kidney disease, congestive heart failure, depression, and anxiety, etc.
 - 2018-19 Outcomes: 78% of diabetics w/ HgbA_{1C} <8%, 93% of hypertensive patients at therapeutic goal, 54% reduction in CHF hospitalizations in FY18 vs FY17
 - Minimal oversight by collaborating physician (autonomous practice) w/ co-signature required only for initial & annual physical exams
- **PHS AM:** Initiated pharmacist-managed diabetes clinic at Iron Islands Correctional Complex 2014
- Agency/Outside Awards: BICI Employee of the Quarter in Q1, FY19; **Northern Kingdom Pharmacists Association New Practitioner of the Year (2016)**
- Presented to BICI clinical staff on Hepatitis C evaluation and referral process 2018
 - Streamlined access to care by reducing percentage of packets rejected for incompleteness from 30% to <5% from FY18 to FY19; average time for treatment determination decreased by 15% to 3.5 business days

EDUCATION, TRAINING, AND PROFESSIONAL DEVELOPMENT

- **National Clinical Pharmacy Specialist (NCPS)**, Comprehensive Chronic Disease 2017
- Certification: Medication Therapy Management (MTM), APhA 2017
- BLS **Instructor**, American Heart Association 2018
 - Led 20 monthly on-site BLS cert/recert classes that **eliminated BICI medical staff BLS certification lapses for 2019**; averted utilization of >100 administrative leave hours and >\$1000 in reimbursements for community providers
- Public Health Training: Opioid Rapid Response Team Training 2019
- Doctor of Pharmacy (PharmD), Winterfell University School of Pharmacy 2015

CAREER PROGRESSION AND POTENTIAL

- Clinical Pharmacist, Bear Island Correctional Institute, BOP, Bear Island, Northern Kingdom (O-5 billet, HAZ) 2017-2019
 - Collateral Duties: Medical Training Coordinator
- Clinical Pharmacist, Iron Islands Correctional Complex, BOP, Lordsport, Iron Islands (O-4 billet, HAZ) 2015-2017
 - Collateral Duties: Deputy Accreditation & Compliance Officer – Assisted with preparation of >50 facility accreditation files prior to audit, resulted in 100% compliance determination by ACA
- **TDY:** FCI Castle Black (2019) – 2 weeks total
- PACE Outreach Committee 2017-present
 - **Presented on opioid addiction prevention to 130+ 8th grade students** at Deepwood Motte Middle School 2019

CHARACTERISTICS OF A CAREER OFFICER AND SERVICE TO THE CORPS

- Northern Kingdom COA Chapter, **Service Committee Member** 2018-present
 - Maintained roster and coordinated scheduling for volunteer program to provide weekly pharmacist assistance to Bear Island Free Clinic through 12/2019
- WPHS Services Access Team (SAT)-1, Gold Team Logistics Section 2017-present
- PharmPAC UPOC for Winterfell University School of Pharmacy (WUSOP)
 - Presented PharmPAC Excellence in Public Health Practice Award at WUSOP commencement 2018
- JOAG Awards Committee Member 2017-2019
 - Reviewed 20+ nomination packets annually for Junior Officer of the Year Award
- Mentee, PharmPAC CCPMN - Mentor CDR Arya Stark 2016-present

LCDR Tyrion Lannister, PharmD, BCPS, PMP

December 31, 2019

PERFORMANCE

- **Senior Regulatory Project Manager (sRPM)**, Wine and Drug Administration (WDA) 2017-present
 - Division **Subject Matter Expert** for large volume parenteral submissions ensuring the accurate and prompt review and regulatory decision on over 150 investigational and new drug applications
 - Lead representative for the Division on a congressional inquiry regarding a key metabolite for the Inborn Errors Drug Class preventing the contamination and possible lethal accumulation of drug byproduct
 - Acting Chief, Project Management Staff (CPMS, Supervisory) for 90 days during maternity leave
- **Regulatory Project Manager** 2015-2017
 - Lead RPM for development of first-ever Guidance for Crohn's Disease Activity Index for industry and stakeholders
- **BOP Staff Pharmacist** – Manage three technicians dispensing over 60,000 prescriptions/year for a 550-bed Care Level II medium-security institution sites and approximately 2,000 inmates at a Care Level III complex 2012-2015
 - Collaborative practice agreements for 4 pharmacy-based clinics (Diabetes, Hypertension, Mental Health, HIV)
 - Performed 1,200 clinical encounters, managed > 180 patients
- **PHS Commendation Medal** for leading the investigation and recall of sodium chloride large volume parenterals that resulted in 26 patient adverse events and 1 death while mitigating a severe shortage in The North 2019
- **PHS Outstanding Unit Citation:** Response to romaine lettuce *E. coli* outbreak among 14k Americans in 23 states 2017
- **Agency/Outside Awards:** CDER Center Director Certificate of Appreciation for co-lead of the CDER CASE series 2018
- **Westeros Bureau of Prisons Special Recognition Award** for implementation of emergency pharmacy continuity of operations plan during Grey Joy Rebellion Raids on Oldtown Proper 2014
- **JOAG Outstanding Non-Voting Member Award** for development of behavioral health resilience program 2017
- **Invited Speaker and Panelist**, 2019 Global Drug Information Association (DIA) Conference (>2k in attendance) 2019

EDUCATION, TRAINING, AND PROFESSIONAL DEVELOPMENT

- **Master of Business Administration**, University of Pentos (15/45 Credits completed) to obtain training for strategic planning, leadership, and business-centered results 2018-present
- **Project Management Professional (PMP)** Certification ensuring an unparalleled mastery of project management principals and industry best practices increasing productivity in support of the FDA mission 2019
- **Board Certification in Pharmacotherapy (BCPS)** for KLAP team 6 and expert-level knowledge of drug products 2016
- **WDA Emerging Leaders Program** graduate cultivating supervisor skills and core competencies ([see page 3](#)) 2019
- **National Clinical Pharmacy Specialist (NCPS)**, Comprehensive Chronic Disease 2014-2015
- **Doctor of Pharmacy (PharmD)** - Lannisport University School of Pharmacy (qualifying degree) 2012

CAREER PROGRESSION AND POTENTIAL

- **Senior Regulatory Project Manager (RPM)** Office of Generic Drugs, WDA, O-6 Billet, King's Landing 2018-present
 - Collateral Duties: International endpoint and clinical marker IBD team, Intravenous Lipid Emulsion Workgroup
- **Geographic move:** RPM, Office of New Drugs, O-5 Billet, WDA, King's Landing 2015-2018
- **Staff Pharmacist**, Oldtown Correctional Institute (OCI), (O-3 Billet – HAZ), Oldtown, The Reach 2012-2015
- **SR COSTEP**, The Citadel Hospital for Higher Learning, O-1 billet, WBOP, King's Landing 2011-2012
- **SG Initiatives:** Fleabottom Homeless Clinic Influenza Immunizer: Vaccinated >200 patients at 4 events 2017-present
- **TDYs:** FCI Castle Black (2017, 14 days), Lys Free Clinic (2018, ISOHAR, 21 days)
- **Deployments:** Grey Scale Campaign (2019), Unaccompanied Wildling Mission (2018), Hardhome Relief Mission (2017)

CHARACTERISTICS OF A CAREER OFFICER AND SERVICE TO THE CORPS

- **PharmPAC Voting Member (alt.)**, Career Development Committee 2017-2019
 - Led a Multi-Agency team of Senior Officers to redesign and launch a newly formatted and user-friendly CV
- **King's Landing Area Provider (KLAP) Team 6** – Tier 2 Deployment Team – **Pharmacy Lead** 2018-present
 - Assists KLAP Team Commander with management of pharmacy KLAP members, controlled substances, distribution of medications, and ensuring the medication stock is appropriate for pre, during, and post-deployment activities
- **COA** – King's Landing Chapter, Master of Coin 2017-present
 - Established new ledger system for expansion and inclusion of Flea Bottom members
- **PharmPAC UPOC** – Lannisport University School of Pharmacy (3 CADs to date for service to USPHS) 2016-present
- **Aide-de-camp** during 2018 APhA Annual meeting for RADM Robert Baratheon 2018

CURRICULUM VITAE COVER SHEET

CDR Daenarys Targaryen, PharmD MPH BCPS NCPS

July 2019

PERFORMANCE

- **Clinical Pharmacy Coordinator**, Dragonstone Medical Center (DMC), Andal Health Service (AHS) 2019-present
 - Manages outpatient clinical pharmacy operations for a regional medical center serving 60k tribal members
 - **Supervises 11 clinical pharmacists** staffing chronic disease clinic, urgent care clinic, and 5 specialty clinics providing >32k encounters in FY20
 - Ambulatory Care Residency Director; supervises 1 PGY-2 AmCare resident + 3 PGY-1 outpatient rotations annually
- **HIV Center of Excellence Clinic Manager**, Dragonstone Medical Center 2015-2019
 - Managed panel of 146 patients (>500 encounters/year) to provide comprehensive care to HIV+ patients
 - FY2019 Outcomes: **88% of clinic patients have undetectable viral loads after 1 year**, <2% patients developed opportunistic infection.
 - Collaborated with CDC Every Dose Every Day Program to integrate provider training, peer support networks, and technology (smartphone app) to improve patients' on-time refill rates from 67% in FY17 to 84% in FY19
- Agency/Outside Awards: **AHS Director's Team Award: DMC HIV Center of Excellence (2018)**
- **PHS CM**: Initiated HIV PrEP (Pre-Exposure Prophylaxis) Pharmacy Integration Program 2018
 - Implemented opt-out counseling for PrEP services and expanded pharmacists' prescriptive authority to same-day screening labs for PrEP; 57% increase in PrEP prescriptions FY17 vs FY16
 - **Resulted in 8% decrease in Crownlands area new HIV diagnoses** reported by DMC in FY18.
- Invited Speaker, Essos Pharmacy Association Annual Meeting 2017, 2018, 2019
 - Annual Updates in HIV Therapeutics – International Audience of 200+ Clinical Pharmacists

EDUCATION, TRAINING, AND PROFESSIONAL DEVELOPMENT

- National Clinical Pharmacy Specialist (**NCPS**), HIV, Comprehensive Chronic Disease 2015-present
- Master's in Public Health (**MPH**) w/ concentration in Community Healthcare Education, University of Pentos 2016
- Board Certification in Pharmacotherapy (**BCPS**) 2014
- Leadership Training: Leading Collaborative Teams Course, Yunkai Business School
- Public Health Training: Opioids and HIV Transmission Workshop, King's Landing Center for HIV Services 2017
- Doctor of Pharmacy (PharmD), University of Pentos School of Pharmacy 2015

CAREER PROGRESSION AND POTENTIAL

- Clinical Pharmacy Coordinator, Dragonstone Medical Center (**O-6 billet**), AHS, Crownlands, Westeros 2019-present
 - Collateral Duties: Crownlands Area AHS Awards Committee (2016-2019), Chair (2019-present)
 - Personally assisted 13 officers with award write-ups, 92% approval rate
- Advanced Practice Pharmacist, Dragonstone Medical Center (O-5 billet), AHS, Crownlands, Westeros 2015-2019
 - Collateral Duties: Coordinator, Vaccines for Children (VFC) Program; Narcotics Officer
- Clinical Pharmacist, Meereen Medical Center (O-4 billet), AHS, Slaver's Bay, Essos 2011-2015
- Pharmacy Resident, Vaes Dothrak Health Center (O-3 billet, ISOHAR), AHS, Dothraki Sea, Essos 2009-2011
- **TDYs**: Qarth Health Center (2014, ISOHAR), Astapor Health Station (2017) – 60 days total
- **RedDOG Deployment**: Northern Wight Epidemic Response Team (2018) – 14 days

CHARACTERISTICS OF A CAREER OFFICER AND SERVICE TO THE CORPS

- **PharmPAC Voting Member**, Readiness Committee 2015-2017
 - Developed & distributed readiness checklist and established SOP for monthly readiness reminders
 - Pharmacy category recognized by ASH as having highest percentage of basic-ready officers - >97% readiness
- Commissioned Corps Women's Issues Advisory Board (CCWIAB), Member 2017-2019
 - **Co-Authored "Expectant Parents' Guide"** document to assist with navigating policies and resources relevant to pregnancy, postpartum, and parenthood
- COA - Crownlands Chapter, **Community Engagement Vice-Chair** 2018-present
 - Assisted in establishment of needle exchange on Crackclaw Point Andal Reservation
 - Co-authored grant proposal that received \$10,000 in funding from HRSA
- PharmPAC UPOC – Storm's End University School of Pharmacy 2016-present
 - Presents on USPHS Pharmacy annually as lecturer for Intro to Pharmacy Perspectives Course, 2 JRCOSTEP applicants
- PharmPAC CCPMN **Mentor x 2**, Mentees LCDR Jon Snow (AHS) and LT Yara Greyjoy (BOP) 2015-present

Pharmacy Category Preparing for Promotion Boards

We have many tremendous officers and each have unique skills and responsibilities they put forth to be evaluated for promotion. Many officers *and their supervisors/raters/reviewers* might be unfamiliar with the Promotion Board review process and might benefit from suggestions and tips on preparation of your eOPF for a Promotion.

Suggestions for the 2020 promotion year:

1. **Assume the majority of board members are not from your particular Agency/OPDIV.** Be specific, do not use Agency-related acronyms. Describe Agency specific training, experience, titles – reference a later page in your CV body if needed. Give them a good picture of what you’ve done in your job and why it’s important.
2. **Board members have approximately five to ten minutes to review each file.** With a large category like Pharmacy, the Board members are reviewing files for upwards of 10 hours per day to complete the process in the time allotted. This only allows a maximum of 10 minutes per file. The officer should be sure that every word, bullet, sentence truly counts and is meaningful. Make your case clear, simple and concise. Not everyone on the Board understands what you do at NIH/FDA/CDC/CG/IHS/BOP, etc., and some have worked in limited number of agencies.
3. **Performance is 40% of what matters for promotion---show that you do your JOB well.** Some officers focus entirely too much on the other precepts and their performance is lost in the shuffle. This also goes back to point 1...make sure the board can understand what you do and make sure they see that you do it well. Quantify your accomplishments and impacts wherever possible.
4. **Proofread.** This is an opportunity to demonstrate to the board that you are attentive to detail and care about having an excellent work product. If you have multiple misspellings, run-on sentences, or unclear sentence fragments, this does not endear you to the board. New tools used for OS and ROS, as well as COERs, have perhaps made it more of a challenge, but make it a point to proofread one last time.
5. **Have several non-PHS & non-pharmacy folks review your CV and see if they can understand and explain back to you what you do (Teach-back method).** If they can’t, the Board may not understand either. Describe what you do in plain English and avoid agency-specific jargon.
6. **Do not exceed one page for your coversheet.** A clear and concise CV cover sheet is critical. Do not include pre-PHS work and internship rotations, etc. and make sure that every word on the cover sheet is necessary.
7. **Use repetition wisely but not excessively.** Repeat certain significant accomplishments if needed, but avoid (to the level that you can control) having the CV=COER=OS=ROS. They should not be copies of each other.
8. **OS and ROS should show accomplishments, context and impact.** Accomplishments and context would be “processed XYZ ANDA’s this year, XX above the standard”. Impact would be “resulting in cost savings of XX% of the budget for this facility” or “resulted in increasing the number of smokers that quit by 25%.” or “decreased the backlog of pending labeling reviews by X%.” The OS should focus on Corps accomplishments and impacts, and the ROS should focus on agency/position-related accomplishments and impacts.
9. **Mobility should demonstrate career progression.** An increase in responsibility and a broadened scope of work should correlate with the position description and support a geographic or programmatic move. Too many moves, especially without an increase in responsibility, may appear suspicious (and it may benefit the officer to explain these moves in the CV or Officer Statement). Upward mobility is also considered, though an increase in

position grade (billet) at the same duty station should clearly document the associated increase in responsibilities in the officer's CV.

10. **Do not include mandatory agency training in your PHS CV.** Everyone in PHS and beyond has to do EEO, Computer Security, Ethics, Privacy Act, etc, training. It distracts from the substantive trainings that you may have done. Again, be clear and concise, and make every word count. List the additional trainings you USE and demonstrate to the Board how you might utilize them. Similarly, do not submit completion certificates for required readiness/FEMA coursework; this is maintained in the readiness LMS.
11. **Include supporting documentation for certifications and pertinent professional training.** If you are NCPS certified, trained in Lipid Management, ACLS, PALS, BCPS, etc., be sure to submit these certificates to your e-OPF file. If you have had FDA trainings as a Level III investigator, submit that to your file. If it is training that separates you from your peers professionally - submit it! If you have it, put it in your OPF. The board does look there.
12. **Spell out and explain uncommon acronyms.** If you don't know if it is uncommon, ask a non-PHS family member if they understand it. If they don't, the board probably won't.
13. **Visit and re-visit your e-OPF and PIR often, especially as you approach the deadline for submissions.**
 - a. PIR: You are the only person who can look to see that your billet, your awards, your assignment history, etc. is correct
 - b. Other documents: make sure that all the documents that you have submitted actually make it into your file and were scanned correctly—including your Officer Statement.
 - c. ROS: verify that an ROS is completed in your COER. If you are not satisfied, work with your reviewing official and agency liaison. AND....don't wait to send things in. **A missing OS and ROS will signal that an officer that is not interested in career progression.**
 - d. Check for duplicate documents in your eOPF. If you fax the same document more than once, you'll have duplicates in your record. To have duplicates removed, contact phsopffix@hhs.gov.
14. **Make it easy for the Board to see who you are, why you add value to the Corps and what impact you have had over the course of your career.** Know what the precepts and benchmarks are, and how you meet them.
15. **Other general CV advice:**
 - e. **Less is often more.** Don't use three sentences if one will do...Quality wins out over quantity.
 - f. **Quantify.** Use data and its context to concisely illustrate your value to your organization (your impact). Also provide a context, i.e., what is average/expected?)
 - g. **Include only substantial community service that contributes to Corps visibility/public health initiatives.** If you supervised/ran a healthcare-related charity event, that's pertinent, but donations to Goodwill and/or participation in charity athletic activities are not necessary to put on your CV.
 - h. **Avoid the small font.** The use of small fonts (<11) can result in unclear or illegible image files, which are difficult to review.
 - i. **Follow the suggested CV format on PharmPAC webpage.** It makes it easier to find information and less likely that a board member will miss something
 - j. Donating money is not a PHS Support activity.
 - k. Do not list 'PharmPAC participation' if you're not officially appointed. An appointment letter or documentation of appreciation for work must be on file
 - l. Send only official appreciation letters/commendations letters to your OPF, not personal post-its, emails, etc.
 - m. There are a number of jobs that PHS Pharmacists occupy that are "different" or non-clinical, non- regulatory, etc. We all realize those are good officers, in those positions, doing needed things for the profession and the health of the nation, but the officer must help Board members better understand their jobs. If the Board has difficulty in translating your position, and you did not explain the context and impacts of your work, you may not score as high. The Board can only measure and evaluate based on what is in front of them.

- n. **Submit documents to substantiate claims made on your CV.** For example, if you indicate that you're working on an advanced degree, submit interim transcripts to your eOPF. If you've completed an advanced degree, be sure to submit an official, final transcript.

PharmPAC CV Coverpage General Instructions

- This purpose of this document is to easily highlight what you do and the impact you have on your agency, the Corps, and the nation.
 - How is your role unique? (What makes you stand out from other officers?)
 - What are the impacts of your actions on the mission of the Corps?
 - How have you demonstrated personal and professional growth as an officer through your career?
 - Can other officers outside of your agency understand what you do?
- Be brief and concise. One page maximum. Use font size no smaller than 10 point (Arial, Calibri, Times New Roman or any font that is easy to read electronically). Limit margins to 0.5 inch.
- For major accomplishments, or if you can't adequately convey an accomplishment in abbreviated form on the coversheet, you may refer the reader to a specific page in the body of your CV- but keep in mind that this will reduce the amount of time the board member can spend on your other documents.
- Show, don't tell. As an example, instead of saying you demonstrate leadership, describe how you lead through your accomplishments and impacts.
- Use bolding to highlight significant achievements but be judicious. If everything is bolded and "important," then nothing stands out as actually important.
- Corroborate your involvement and/or achievements with documents uploaded in your eOPF (e.g., Volunteer – thank you letter, TDY – memo/LoA from supervisor).
- Promotion is an extremely competitive process. The CV coversheet is designed to help officers put their best foot forward in a concise, consistent, and meaningful fashion. However, the promotion boards consider many factors in determining advancement (COERs, OS, etc.).

Rank, First Name Last Name, Credentials

Month Year

PERFORMANCE

This section represents 40% of the promotion precepts and should take up a proportionate section of your CV coversheet. Highlight your scope of responsibility, autonomy, and impact of your actions - including geographic area, supervisory responsibilities, and policy development. All officers should list major accomplishments and their impacts. The promotion board will review the officer's ROS and PIR so there is no need to duplicate this information. Focus on your current position, however you may include significant impacts from previous position(s). Include dates.

- The first bulleted section should be an elevator-pitch-type description of your position and scope of responsibility. Sub-bullets should detail major accomplishments and impacts.
- Only include USPHS awards that meet/exceed the benchmarks. Also list agency/non-USPHS awards (e.g., organization awards) – Focus on individual awards or group awards above the regional level. Provide impact and year awarded – Do NOT repeat the citation.
- List major publications and presentations that are related to your agency/position. Consider consolidating to save space (e.g. National -3, regional/state -5, local -12). These listing should demonstrate how you are recognized as a SME or recognized expert in your field.
- List significant collateral duties (i.e., duties assigned by agency or OSG in addition to your regular duties). Highlight impacts and level of involvement, e.g., local, regional, national. For example, if collateral duty translates to a title (e.g., Preceptor for students/residents, Clinical Specialist, GPRA coordinator, acting team leader for >3 months, etc.), list the title and impacts in this section.

EDUCATION, TRAINING, and PROFESSIONAL DEVELOPMENT

This section represents 20% of the promotion precepts. List degrees/certifications that are impactful to current job/USPHS mission or will be impactful for the direction of your career. Highlight what you are doing to further your education and increase your skills, and why or how you use it in your position. Your post-entry level degree must provide value to USPHS and/or your agency.

- List entry level and relevant post-entry-level degrees (e.g. MPH, MS, MBA), certifications (e.g. BCPS, NCPS, COR, RAC, etc.), and significant and/or executive-level public health and leadership training with date enrolled or completed.
 - For post-entry-level degrees in progress, include % completed and/or number of credits attained.
 - For certifications list expiration dates as applicable
- List significant degrees/certifications/trainings in order of importance (higher to lower level). Include dates. Use bold type judiciously
- Provide a brief description explaining how this degree and/or training have helped you enhance your performance, improve your agency, and/or advance the USPHS mission.
- DO NOT list BLS, OBC/BOTC, or training ribbon as these are requirements of all officers.

CAREER PROGRESSION and POTENTIAL

This section represents 25% of the promotion precepts and should read as a timeline of your career, highlighting major changes in billet, mobility, and scope of responsibility. DO NOT list Regular Corps.

- List assignment, billet, agency, city, state, and dates. Emphasize the most recent positions (5-7 years) to demonstrate growth and increased scope of responsibility.
- Highlight significant deployments and TDYs. May be summarized (include number and total days/weeks).
- Highlight mission contributions: isolated/hazardous duty area positions and community outreach efforts in support of the Surgeon General's initiatives. Include dates.
- List Collateral Duties related to USPHS or previous positions and level of involvement (i.e., local, regional, and national). Do not duplicate collateral duties listed in the Performance section.

PROFESSIONAL CONTRIBUTIONS and SERVICES to the USPHS COMMISSIONED CORPS

This section represents 15% of the promotion precepts. The Readiness section has been removed since all officers must be Basic Ready to be considered for promotion. This section should explain what you do that's not specifically related to your official position and how it contributes to USPHS, the community, or others. Specify leadership roles in these activities. Ensure that positions (including membership) are verified with supporting documentation in your eOPF.

- List meaningful involvement (e.g. PharmPAC, JOAG, deployment teams, professional organizations) with position/role held (e.g. chair, committee lead, sub-committee member). Include impact(s) and dates.
- List professional presentations/publications that are given as an officer (not related to your official position). Describe impact and audience. Do not duplicate with those listed in the Performance or Career Progression sections. Consider listing to save space (e.g. PACE-4 local).
- List service/involvement that shows visibility of the corps (e.g., in uniform, or as liaison/representative to PHS/Agency). Describe impact and audience; focus on activities where you led, planned, or helped to develop.
- Specify involvement and role in Corps or agency-based mentorship programs. Include dates.

CURRICULUM VITAE

PHS #

Rank & Name

Date of CV

Agency Work Address

Phone #

Email

Education:

Degree(s)

University/college. City, State: Date awarded

Residency/Board Certification/etc.

Program: Date completed

{List all college degrees and extensive training in reverse chronological order}

Experience:Agency

Duty site

Dates assigned

Staff/Chief Pharmacist (position title) (billet) describe position.

- Other duties and accomplishments/impacts.
- Collateral duties and description.
- Highlight your achievements/outcomes, leadership attributes, and mission contributions.
- Clearly indicate the level of responsibility of each position.
- Include permanent assignments and any assignment in an acting capacity where personnel orders were issued or the assignment lasted more than 180 days.

{List each job in reverse chronological order – most recent first}

Readiness:

- Deployment role: (refer to OFRD webpage)

- Deployment tier and/or team

Significant training: {especially public health and deployment-related initiatives}

Include dates.

Deployments: Date(s) deployed

{Include all activities i.e., DMAT, NPRT, NMRT, and VMAT}

Awards and Honors:

Award title (from whom i.e., USPHS [e.g., OSM, CM, AM, CIT, OUC, UC], Army, Division, Institute, and agency [including non-DHHS agencies], and professional organization awards [APhA], and recognition such as letters of commendation), short description if applicable. Year received.

- Supporting documents should be in your eOPF

{List awards in reverse chronological order}

USPHS Support Activities:

Activity: Years of service

- i.e., PharmPAC, JOAG, MOLC, membership/support, Mentoring, Aide-de-Camp, Associate Recruiter, short TDYs, etc.

{Include year of participation and any official position you held}

Professional Memberships and Activities:

Program/association

Special duty/committee involvement and accomplishments

{List active memberships only}

- May list previous membership(s) to reflect accomplishments or any official position you held

Presentations and Publications:

"Title." Organization to whom presented. Month, Year. City, state. (Presentation format)

Author. Title. Journal. Year; Volume: Page(s). (Publication format)

- Note poster presentations here as well, after title please include (poster)
 - Early in career, staff presentations may be listed. As career progresses, list presentations to larger audiences i.e., city, state, national level

{List in reverse chronological order}

License:

State registered. License #

Certifications and Special Skills:

Include expiration dates as applicable.

Diabetes Educator

Mass Vaccinator

BLS, ACLS, PALS, etc.

Diving, pilot, etc.

{List anything you feel is pertinent to the Corps}

{Specify the type of certification or certificate received, i.e., type of training involved}

- Board certifications are also listed under Education.

Community Service:

Program: Years of service

- Type of involvement
- some activities may require Outside Approval

{List services that are no more than 5 years old}

Notes:

The Curriculum Vitae (CV) may be used: a) to apply for positions with the Commissioned Corps, and b) for documentation in your electronic official personnel folder (eOPF). The above recommendations pertain primarily to preparing your CV for use as summary documentation in the eOPF.

Those who review your CV will gain some indication of your judgment by what you document or by what you fail to disclose. Be informative but concise. For example, you may wish to indicate that you were an Eagle Scout; however, listing all of your merit badges would be excessive.

Any Commissioned Officer that is eligible for a promotion should have an updated CV in their eOPF before the published deadline of the promotion year. It is also recommended to update your CV yearly for your eOPF.

The information in your CV should be in a concise, easy-to-read, easy-to-find format. By following the recommended format (above) it will make the job of the reviewing officers easier and lessen the likelihood that they will miss important, perhaps even pivotal, facts about you.

The CV is one of the most important documents for obtaining an overview of your career. Your CV should summarize items found elsewhere in your eOPF and highlight information that may not be included in the eOPF.

Upload a copy of your CV into your eOPF. If multiple pages, your CV must be numbered sequentially (Page 1 of 5, 6, 7, etc.). The first page of your CV will be your CV Cover Sheet.

CHAPTER 19:

Writing Better Bullet Statements

This chapter covers:

- Getting started
- Drafting Accomplishment-Impact Bullet Statements
- Polishing Accomplishment-Impact Bullet Statements
- Bullet Statement Mechanics

Bullet statements are used in many Air Force documents, from the Air Force papers discussed in chapter 16 to the official personnel records of Airmen. While this chapter focuses on writing better bullet statements for use in personnel records, the principles here can be used to improve any written product wherever bullet statements are used.

Performance reports/appraisals (officer, enlisted and civilian), awards and decorations are part of everyone's permanent personnel records. These records are used by commanders, managers and supervisors to document an individual's performance over a specific period of time. If you supervise just one person, you play a vital role in his/her career. You provide the opportunities for success and you have the obligation to document employee performance.

Through leadership, mentoring and effective writing, you can ensure the employees you supervise are afforded opportunities for success and increased responsibilities by documenting their success on performance reports/appraisals, awards and decorations. The guidance here is general in nature; you must ensure all performance reports/appraisals, awards and decorations you prepare follow appropriate instructions/regulations and applicable command guidance. Of course, the most important part of documenting performance is getting started.

Getting Started

- **Get Organized:** Keep records of all the accomplishments, awards, and recommendations for all those you supervise. Create a file folder—paper, electronic or both—for each employee and make regular entries to everyone’s folder. This will drive you to keep in touch with your subordinates and involved in their professional development.
- **Know the Format:** Most evaluation forms are written using bullet statements. Use the font and point size specified by the governing instruction or software used to produce the report.
- **Editing:** *The Tongue and Quill* includes a section on “The Mechanics of Writing” with guidance for grammar, punctuation, abbreviations, capitalization, hyphens and numbers to help you avoid misspelled words, typographical errors and other mistakes that reflect poorly on you and distract officials reading the report.
- **Write Effectively:** Get the reader’s attention. Positive words and phrases leave a lasting impression with readers. Neutral or negative words and phrases give the impression that the person you are writing about is average or below average.

Drafting Accomplishment-Impact Bullet Statements

The heart of effective writing involves writing effective accomplishment-impact statements. If you are like many supervisors, you’ve likely stared at a blank report and wondered, “How in the world do I even *start* to write effective bullet statements?” Whether you are in that situation for the first or 100th time, here are some steps that will help you write effective accomplishment-impact bullets.

Step 1: Extract the Facts

The first step is the hardest part of bullet statement writing—getting started! Supervisors often get in trouble early because they do not capture information on their employees regularly or completely. Without a good file of accomplishments for each employee, it is hard to write about what each has accomplished.

Gather the Information

Begin by getting organized and creating a file for each employee. Collect all of the information you can find that is relevant to each accomplishment and file this information in the file you have created for that employee. Capture everything you can—direct information and support that may be remotely related to the accomplishment—on paper or electronically. What looks unimportant today may be a key piece of information later. As you gather information and make annotations, consider the following tips for what to look for and how to mark what you find:

- **Isolate the action:** Isolate and record the specific action the person performed.
- **Annotate the record:** Mark the action with a power verb that best describes the action (e.g., repaired, installed, designed, etc.).
- **Measure the action:** Document related numerical information (number of items fixed, dollars saved, man-hours expended, people served, pages written, etc.).

- **Connect the dots:** Document how this accomplishment impacted the bigger picture and broader mission of the unit, group, wing, installation, command or Air Force.
- **Ask the member:** Facts and figures do not always present themselves easily. Talk to the people you supervise. They are in the best position to clarify information on the tasks they perform, provide details about what they have accomplished, and inform you on how the task was done (e.g., saving time, treasure or talent).
- **Ask others and check the tech:** Ask coworkers and other supervisors who may have seen this person in action. Also, consult Technical Orders, customers served, letters of appreciation, automated work production documents or other sources to get all the information you need.
- **Capture from the start:** Track your subordinate’s accomplishments as they happen. Keep a record of significant work performance (both good and bad). This habit will help you be prepared when it’s time for a performance report, feedback, award or decoration.

Gathering information does not take as much time if it is performed regularly. Be prepared to schedule ample time with your people and make notes on what you need to include (or verify) in an employee’s record. If you think gathering information as a routine takes too much time, consider how long it will take to write a good performance report, award or decoration request without the information—and how much you will spend tracking it down in the face of deadlines and irate superiors. Without documented information on performance, you are forced to rely upon loose generalizations and vague statements rather than convincing facts.

Sort the Information

With the information you have gathered, the next task is to sort the useful items from the items that are not useful. Test each item to see if it is truly associated with the accomplishment you identified earlier or if the item is unrelated to the accomplishment. The test is to ask, “Is this bit of information solidly connected to this single accomplishment?” If the answer is yes, flag the information as useful. If the answer is no, line through or flag the information as not useful—but never throw it away or delete it! Although it may not be useful now, it may be just what you need for another bullet later. Continue applying this question to all of the items you’ve collected for this bullet statement. Once the bits of information are sorted, you will have a stack of information that pertains precisely to the accomplishment and the bullet statement to be written.

Step 2: Build the Bullet’s Structure

The next step is to take the sorted information and organize it into an accomplishment-impact bullet. Group the sorted items for each accomplishment as either the accomplishment (the what) or the impact (who, when, how, why).

The Accomplishment Element

The accomplishment element begins with an action. Action is best expressed with strong action verbs. The table, below, contains a short list of action verbs that can be used to start bullet statements. These are not all the action verbs that can be used, but it should get you started in writing that next evaluation, appraisal, award or decoration package.

Action Verbs for the Accomplishment Element

Accomplished	Achieved	Acquired	Acted	Activated
Actuated	Adapts	Adhered	Adjusted	Administered
Advised	Agitated	Analyzed	Anticipated	Applied
Appraised	Approved	Aroused	Arranged	Articulated
Assembled	Asserted	Assessed	Assigned	Assisted
Assured	Attained	Attend	Authorized	Averted
Bolstered	Brought	Build	Calculated	Capitalized
Catalyzed	Chaired	Challenged	Clarified	Collaborate
Collected	Commanded	Communicated	Compared	Compelled
Competed	Compiled	Completed	Composed	Comprehend
Computed	Conceived	Concentrated	Conducted	Conformed
Confronted	Considered	Consolidated	Consulted	Contacted
Continued	Contracted	Contributed	Controlled	Cooperate
Coordinated	Created	Cultivated	Delegated	Demonstrated
Deterred	Developed	Devised	Displayed	Dominated
Drove	Elicited	Embodied	Emerged	Emulated
Encouraged	Endeavored	Energized	Enforced	Enhanced
Enriched	Ensured	Escalated	Established	Exceeded
Excelled	Expanded	Expedited	Exploited	Explored
Fabricated	Facilitated	Focused	Forced	Formulated
Generated	Grasped	Helped	Honed	Identified
Ignited	Impassioned	Implemented	Improved	Initiated
Inspired	Insured	Invigorated	Kindled	Launched
Maintained	Manipulated	Motivated	Organized	Originated
Overcame	Oversaw	Performed	Perpetuated	Persevered
Persuaded	Planned	Practiced	Prepared	Produced
Projected	Promoted	Prompted	Propagated	Propelled
Quantified	Rallied	Recognized	Rectified	Refined
Reformed	Regenerated	Rehabilitated	Rejuvenated	Renewed
Renovated	Reorganized	Required	Resolved	Revived
Sacrificed	Scrutinized	Sought	Solved	Sparked
Spearheaded	Stimulated	Strengthened	Strove	Supervised
Supported	Surpassed	Sustained	Transformed	Utilized

In some cases, action verbs alone just cannot fully stress the strength or depth of someone’s accomplishment. If you need to give action verbs an added boost, use an adverb to modify the verb. Most adverbs are really easy to pick out ... they end with the letters “ly.” Try connecting some of the adverbs listed below to the verbs listed above to get a feel for how the adverb-verb combination can intensify the accomplishment element.

Adverbs for the Accomplishment Element:

Actively	Aggressively	Anxiously	Ardently	Articulate
Assertively	Avidly	Boldly	Competitively	Compulsively
Creatively	Decisively	Eagerly	Energetically	Enterprisingly
Enthusiastically	Expediently	Exuberantly	Feverishly	Fiercely
Forcefully	Frantically	Impulsively	Incisively	Innovatively
Intensely	Powerfully	Promptly	Prosperously	Provocatively
Quickly	Relentlessly	Restlessly	Spiritedly	Spontaneously
Swiftly	Tenaciously	Vigorously	Vigilant	

Now that you get the general idea about how to begin the accomplishment element, let’s look at the rest of this critical part of the bullet statement. Broadly speaking, the accomplishment element contains all the words that describe a single action performed by a person. While this sounds simple, this rule is violated frequently. If two or more actions are combined together in the same bullet, each of the actions is forced to share the strength of that entire statement. So rather than combining two or more actions to strengthen a single bullet, writers must ensure bullets focus on only *one* accomplishment. Two examples of an accomplishment element are below: one uses simply an action verb; the second uses a modifier (adverb) for added emphasis.

- **Processed** over 300 records with no errors as part of the 42 ABW Mobility Exercise
- **Tenaciously processed** over 300 records with no errors as part of the 42 ABW Mobility Exercise

In summary, the accomplishment element begins with some form of action (action verb only or a modifier plus action verb) and contains a factual, focused description of one single action or accomplishment. With that established, let’s look at the impact element.

The Impact Element (Impact and Results)

The impact element explains how the person’s actions had an effect on the organization and the level of impact (e.g., work center, unit, wing, Air Force or Department of Defense). However, the scope of the impact should be consistent with the person’s accomplishment. For example, if the accomplishment explains how a person processed a large number of records during a base exercise, the impact should not be stretched to show how the Air Force will save millions of dollars. The impact must be accurate (more on that later); be careful not to stretch the truth when rendering full credit for someone’s accomplishment. For the accomplishment element above, the impact element could be as follows:

- ... all wing personnel met their scheduled clock times

Connecting the Accomplishment and Impact Elements

“ing”: Connecting the accomplishment and impact elements together can be done several ways. One of the ways is to use the “ing” form of words. See how the word “ensuring” connects our two elements in the example below:

- Processed over 300 records with no errors as part of the 42 ABW Mobility Exercise
ensuring all wing personnel met their scheduled clock times

Punctuation: Another way to connect these two elements together is to use punctuation that

- Processed over 300 records with no errors as part of the 42 ABW Mobility Exercise;
all wing personnel met their scheduled clock times

joins phrases together (conjunctive punctuation). The most common form of conjunctive punctuation in bullet statements is the semicolon. Let’s set off our previous example with a semicolon to see this approach in action:

Multiple impacts: If you have a situation where a single accomplishment has more than one significant impact, you may show each impact element separately but using sub-bullets. The bullet statement format for a multiple impact accomplishment separates the accomplishment element as the single dash (-) bullet statement followed by impact element sub-bullets with a double dash (--). Start each impact element sub-bullet with an action verb.

- Processed over 300 records with no errors as part of the 42 ABW Mobility Exercise
-- Ensured all wing personnel met their scheduled clock times
-- Helped the wing garner an overall “OUTSTANDING” rating from the IG team

CAUTION: The multiple impacts method of writing bullets for a single accomplishment takes a great deal of space where space is limited (evaluation forms). Some commands do not allow the use of multiple impact lines under a single accomplishment. Check with your local command for guidance. Similarly, familiarize yourself with the appropriate MAJCOM/Base/Wing/unit level guidance for commonly used acronyms, abbreviations, etc. to ensure your documents are complete and well written.

Step 3: Streamline the Final Product

Review: After extracting the facts we built the structure of the performance bullet by separating the information into two elements: the accomplishment element and the impact element. Then we connected the two elements and applied standards to make the bullets strong and meaningful. Now we need to streamline the final product and make the bullet statements accurate, brief and specific (ABS).

Accuracy

Accurate bullets are a must. To be accurate, they must also be correct. If the facts are stretched, exaggerated or embellished, then accuracy is lost. Exaggeration or embellishment, no matter how minor, is not the truth. Evaluations, appraisals, awards and decorations are permanent official records—let them be full of facts and truth that reflects our core values.

Brevity

Editing for brevity accomplishes two tasks. First, select words that are shortest and clearest, yet most descriptive to the readers. This means that long, confusing words or phrases are replaced with short, clear, common terms. Second, eliminate or reduce unnecessary words. Some of the words that all bullet writers should be looking to eliminate (or at least sharply reduce) are:

- Articles: a, an, the
- Helping verbs: can, could, may, might, must, ought, shall, should, will, would
- Also forms of *be*, *have*, and *do*
 - Forms of *be*: be, am, is, are, was, were, been, being
 - Forms of *have*: have, has, had, having
 - Forms of *do*: do, does, did
- Linking verbs: forms of verbs associated with five senses: look, sound, smell, feel, taste
- Name of the person when their name is printed elsewhere on the document
- Personal pronouns
- Prepositions (use them sparingly): over, under, in, during, within, etc.

Specificity

Specific bullet statements contain detailed facts. To write them, you'll need to be familiar with the people and systems involved. Resist the urge to estimate or generalize. Don't be satisfied with a range (10-20 units), or round numbers (approximately \$1000; nearly 3500 customers). Get the exact numbers and use them. With the first round of drafting complete your bullets are ready to be polished.

Polishing Accomplishment-Impact Bullet Statements

ABS stands not only for accuracy, brevity and specificity, but also for the critical “attributes of bullet statements.” After the first draft bullets are complete, keep ABS in mind as you prepare to polish your draft statements to clean them up, trim them down and give them the scrubbing they need before they become a permanent part of someone's official record. Consider the following bullet: how could it be sculpted to support both the accomplishment and the impact?

- Repaired 17 seriously corroded broken or missing Log Periodic (LP) antenna elements in the Atlantic Gateway Antenna System within 3 days by using elements from decommissioned antenna parts saving an estimated \$3500 in procurement cost and 4 weeks of expected delivery time

Accuracy

To make the bullet statement *accurate* you need to ensure the facts are correct. Verify the facts by simply asking a few questions. For this example, a few questions revealed a more detailed picture of the actual accomplishment.

- How many antenna elements were actually repaired? How many were replaced? In this example, 17 elements were salvaged from decommissioned equipment and repaired to replace the seriously damaged and corroded elements; an additional 23 elements were repaired (sanded, repainted or recovered).
- How long does delivery really take and why? Four weeks of delivery time seems like a long time; why does it take so long to receive antenna parts? The antenna elements come from only one vendor and the estimated delivery time is based on the relatively low priority of the work order.

Specificity

The content for this example has a close relationship between accuracy and specificity. Details about your work may be likewise connected. The point is that sculpting your ABS does not require them to be done in A-B-S order. Here, we consider the specificity and will close with brevity. In order to make the facts in the bullet statement as specific as possible, follow the same question and answer method used to guarantee accuracy.

- Exactly how many antennas were fixed? A total of 40 antenna elements were repaired or replaced from all six LP antennas in the system.
- How much cost was actually saved? The exact cost charged to the unit for purchasing the 17 replacement antenna elements would have been \$3479.
- How would the cost savings be spent? The \$3500 cost savings estimate is based on various antenna elements from an AN/GRA-4(V)4 Log Periodic antenna system that do not need to be purchased due to the repair of elements from decommissioned antennas.
- What is the Atlantic Gateway Antenna System? The Atlantic Gateway Antenna System connects Air Force and other DoD users from the eastern seaboard of the US to military personnel in Western Europe.
- How has the repair of the antennas improved service to their customers? Transmit and receive signal strength was improved; static and cross-talk was reduced.

Revised bullet: With the information gathered we can edit the bullet for accuracy and specificity. While not every item of information could be added, the items that are included (shown in BOLD, below) contribute significantly to the message being sent.

- | |
|---|
| <ul style="list-style-type: none">- Restored 40 seriously corroded, broken, or missing elements on 6 AN/GRA-4 Log Periodic Antenna Systems in the Atlantic Gateway Antenna System within 3 days by using elements from decommissioned antenna parts-- Saved an estimated \$3.4K in procurement cost and four weeks of expected delivery time-- Sharply improved clarity of voice signal for operators in US and Europe |
|---|

The added information enabled us to build an additional impact element and sharpen the details of the draft bullet. The bullet has also grown in length: now we need to sculpt for brevity.

Brevity

Recall that editing for brevity includes editing for shorter words and the reduction of unnecessary words. Keeping these dual tasks separate may be difficult, so do both at the same time! Changes made to improve one aspect often promote the other. The three sections that follow track the changes before, during and after editing for brevity: bold or underlined items are added; lined through items are deleted.

Before Editing for Brevity

- Restored 40 seriously corroded, broken, or missing elements on 6 AN/GRA-4 Log Periodic Antenna Systems in the Atlantic Gateway Antenna System within 3 days by using elements from decommissioned antenna parts
- Saved an estimated \$3.4K in procurement cost and four weeks of expected delivery time
- Sharply improved clarity of voice signal for operators in US and Europe

Editing for Brevity

- Restored 40 ~~seriously corroded, broken, or missing~~ **damaged** elements on ~~6 six~~ **6** AN/GRA-4 Log Periodic Antennas ~~Systems in the Atlantic Gateway Antenna System~~ within 3 days by using elements from decommissioned antenna parts
- Saved ~~an estimated \$3.4K in procurement cost and 4~~ weeks of expected delivery time
- Sharply improved voice clarity of ~~voice~~ signal for Atlantic Gateway Antenna System operators in US and Europe

After Editing for Brevity

- Restored 40 damaged elements on six AN/GRA-4 Log Periodic Antennas in 3 days using decommissioned antenna parts
- Saved \$3.4K and 4 weeks of expected delivery time
- Sharply improved voice clarity for Atlantic Gateway Antenna System operators in US and Europe

You've just successfully completed the process of drafting, streamlining and polishing effective accomplishment-impact bullet statements. While the system in the example is dated, the process for drafting, streamlining and polishing bullets is timeless and applies to the accomplishments of all who serve in the Air Force today and tomorrow. With a little more practice, you can Extract the Facts, Build the Structure and Streamline the Final Product with ease. Writing convincing and truthful accomplishment-impact bullets will become almost second nature to you.

Bullet Statement Mechanics

Chapter 16 presented the initial discussion on bullet statement mechanics for the preparation of point papers, talking papers and bullet background papers. The bullets for most evaluations, appraisals, awards and decorations are built in the same way as discussed in chapter 16, but check for specific guidance for the form used by the evaluation, appraisal, award or decoration you are preparing. The guidance that follows reinforces the bullet statement drafting, polishing and formatting of previous discussions with the focus on evaluations, appraisals, awards and decorations. The following outline presents bullet statement mechanics as bullets to give you both written and visual guidance.

Bullet/text format and alignment

- Start main bullets with a single dash (-)
 - This is a secondary level bullet and it uses two dashes (--)
 - Text within a bullet wraps so that the first character of the second and any subsequent lines aligns directly under the first character, not the dash, of the line above
- Indent subordinate bullets so that the first dash of the subordinate bullet aligns directly under the first character, not the dash, of the parent bullet one level above
 - This secondary bullet is subordinate to the “indent subordinate bullets” bullet
 - This is a tertiary bullet and it uses three dashes (---)
 - This tertiary bullet is subordinate to “This secondary bullet” above
 - If bullets are divided, there must be at least two subordinate bullets
 - The cardinal rule of outlining (chapter 6) states that any topic (or bullet) that is divided must have at least two parts
 - Though often violated, the cardinal rule applies to bullets

Punctuation

- Use internal punctuation as required for accomplishment-impact bullet statements
- Never use ending punctuation in accomplishment-impact bullet statements

Grammar

- Always start an accomplishment-impact bullet with action (action verb or modified verb)
- Never start an accomplishment-impact bullet with a proper noun or pronoun
- Minimize the use of the individual’s name in bullets when it is elsewhere on the document
- Avoid using personal pronouns (he, she, his, her, etc.) in accomplishment-impact bullet statements; these devices typically serve to form complete sentences