



Commissioned Corps of the US Public Health Service
Scientist Professional Advisory Committee

Career Development Subcommittee



Scientist Category Career Development Profile: Promotion Year 2018

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Purpose:

Promotion rates during Promotion Year 2018 (PY 18) for Scientist officers were substantially lower than previous years for officers selected for temporary O-4 (T O-4), temporary O-5 (T O-5), and temporary O-6 (T O-6) promotion. For example, the promotion rates for T O-5 had decreased from approximately 31% in PY 15 to approximately 20% in PY 18. Similar promotion rate decreases were also noted for T O-4 and T O-6. Officers continue to have many questions surrounding the process of developing a promotion package and how packages are evaluated by promotion boards. To augment promotion resources available to officers, SciPAC launched the Promotion Panels Initiative (PPI) under the Career Development Subcommittee to generate data-driven insight into factors that may relate to success or non-success of promotion-eligible Scientist officers. This report represents the Career Development Subcommittee's continued efforts to identify and document critical aspects of professional progression.

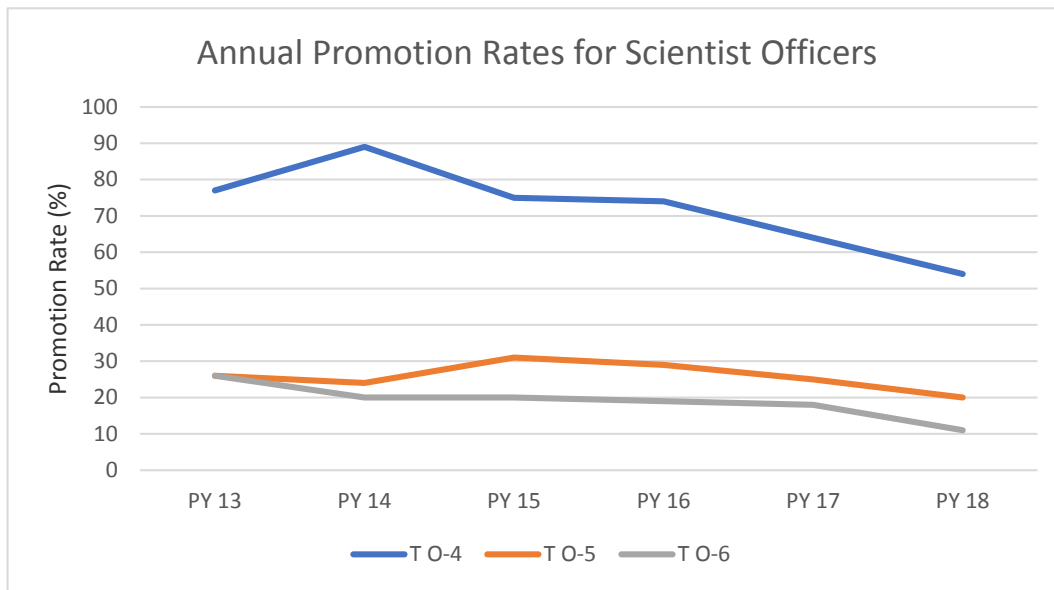
Methods:

The data collected for this report were from U.S. Public Health Service (USPHS) Commissioned Corps Officers in the Scientist Category selected for temporary promotion PY 18 (n=7 for T O-4, n=9 for T O-5, and n=5 for T O-6). All Scientist officers selected for temporary promotion to T-O-4, T O-5, and T O-6 were contacted via email by a team member of the PPI team in March 2019 asking the officer to complete an anonymous survey (SurveyMonkey). The survey closed on May 13, 2019. The survey contained 38 questions and was primarily designed to be consistent with the 2018 Scientist Category Promotion Benchmarks. Topics included demographics, career progression and potential, performance rating and reviewing officer's statements, mentoring, deployments, professional contributions, and service to the USPHS. All officers were asked to provide answers consistent with information submitted in their promotion packages. The data collected from the surveys were analyzed in Microsoft Excel. All questions were optional, and denominators were adjusted to account for unanswered questions.

Limitations:

This report only includes information from Scientist officers selected for temporary promotion in PY 2018 who responded to the survey. Scientist officers not selected for promotion were ineligible for the survey. As a result, no correlational conclusions should be made from the data presented. Promoted officers who did not participate in the survey may possess different career development characteristics from officers that responded to the survey. Their responses may affect the findings in this report had their information been collected and included. Finally, the findings presented in this report were self-reported by the promoted officers and cannot be validated.

Promotion Statistics:



Data obtained from the Commissioned Corps of the U.S. Public Health Service website (https://dcp.psc.gov/ccmis/promotions/PROMOTIONS_index_m.aspx)

Results:

Participation:

Six of seven officers promoted to T O-4 (86%), nine of nine (100%) officers promoted to T O-5, and three of five (60%) officers promoted to T O-6 completed the survey.

Number of Years in the Corps:

Officers promoted to T O-4 reported an average of 4.7 years (range: 3-6 years) in the Corps at the time of promotion; officers promoted to T O-5 reported an average of 8.0 years (range: 6-9 years) in the Corps at the time of promotion; officers promoted to T O-6 reported an average of 12.0 (range: 9-16) in the Corps at the time of promotion.

Number of Attempts Prior to Achieving Promotion:

Officers promoted to T O-4 reported an average of 1.3 attempts before achieving promotion (range: 1-2 attempts); officers promoted to T O-5 reported an average of 2.0 attempts before achieving promotion (range: 1-3 attempts); and officers promoted to T O-6 reported an average of 1.0 attempt before achieving promotion (range: 1 attempt).

Exceptional Proficiency Promotion (EPP):

Two officers promoted to T O-5 reported receiving an EPP; zero officers promoted to T O-4 and T O-6 in reported receiving an EPP.

Agency Affiliation:

Agency	Rank		
	T O-4	T O-5	T O-6
FDA	0	5	1
CDC	6	3	1
DOD	0	1	1

Discipline:

Discipline ¹	Rank		
	T O-4	T O-5	T O-6
Clinical	0	1	1
Regulatory (non-Laboratory)	0	5	1
Research	0	0	1
Epidemiology	5	3	0
Other	1	0	0

¹ Officers were given the option to choose from the following disciplines: Clinical, Regulatory (Non-Laboratory), Regulatory (Laboratory), Research, Policy, Epidemiology, Administrative, or Other.

Billet Grades at Time of Promotion:

Billet at Time of Promotion	Promoted Rank		
	T O-4	T O-5	T O-6
O-4	0	0	0
O-5	6	2	1
O-6	0	7	2

Supervisory Billet:

Supervisory Billet	Rank		
	T O-4	T O-5	T O-6
Yes	0	4	2
No	6	5	1

Prior Military Service:

Prior Military Service	Rank		
	T O-4	T O-5	T O-6
Yes	1	2	0
No	5	7	3

Role of Publishing Research/Scientific-Based Material as Part of Position:

Publishing	Rank		
	T O-4	T O-5	T O-6
Yes ¹	5	4	1
No	1	5	2

¹ Nine of ten officers who indicated a role of publishing research/scientific based material as part of their position chose CDC as their affiliated agency.

Programmatic Transfers:

Officers promoted to T O-4 reported an average of 1.2 programmatic transfers (range: 1-2 transfers); officers promoted to T O-5 reported an average of 1.3 programmatic transfers (range: 0-3 transfers); and officers promoted to T O-6 reported an average of 2.7 programmatic transfers (range: 1-4 transfers).

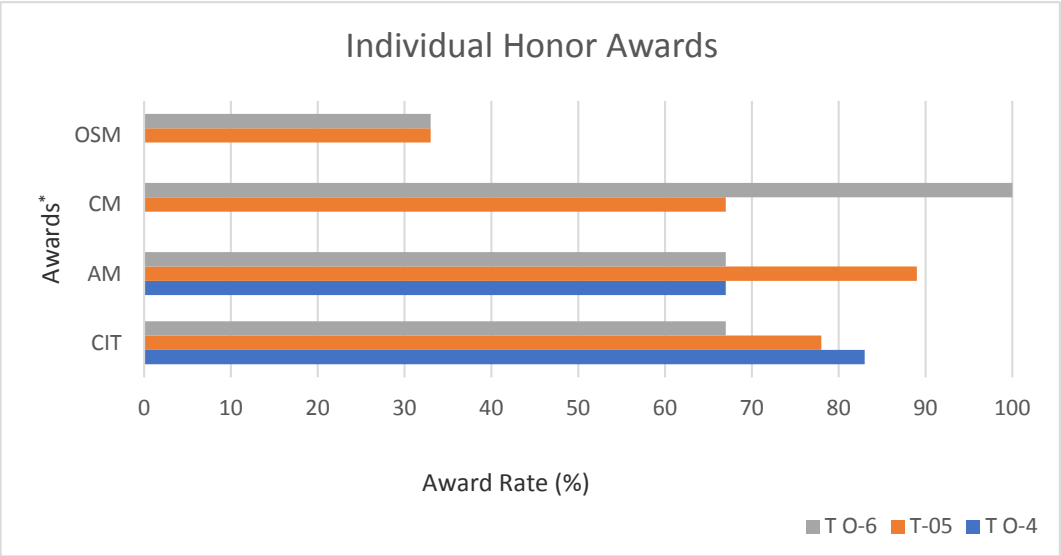
Geographic Transfers:

Officers promoted to T O-4 reported an average of 0.2 programmatic transfers (range: 0-1 transfers); Officers promoted to T O-5 reported an average of 0.6 programmatic transfers (range: 0-2 transfers); and officers promoted to T O-6 reported an average of 0.3 programmatic transfers (range: 0-1 transfers).

COER Scores:

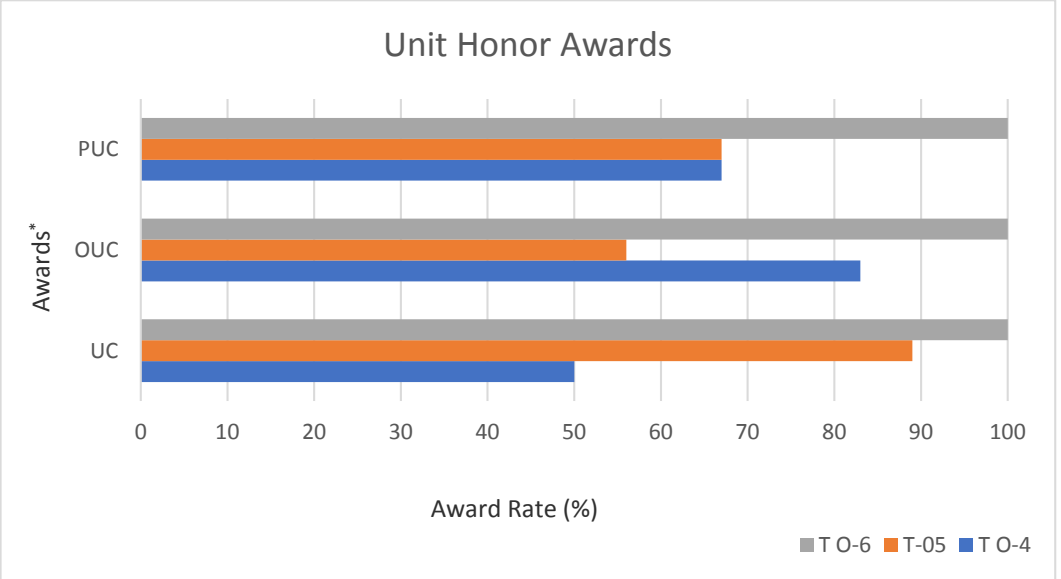
All officers promoted reported receiving either mostly 7s or all 7s on their COER.

Individual Honor Awards:



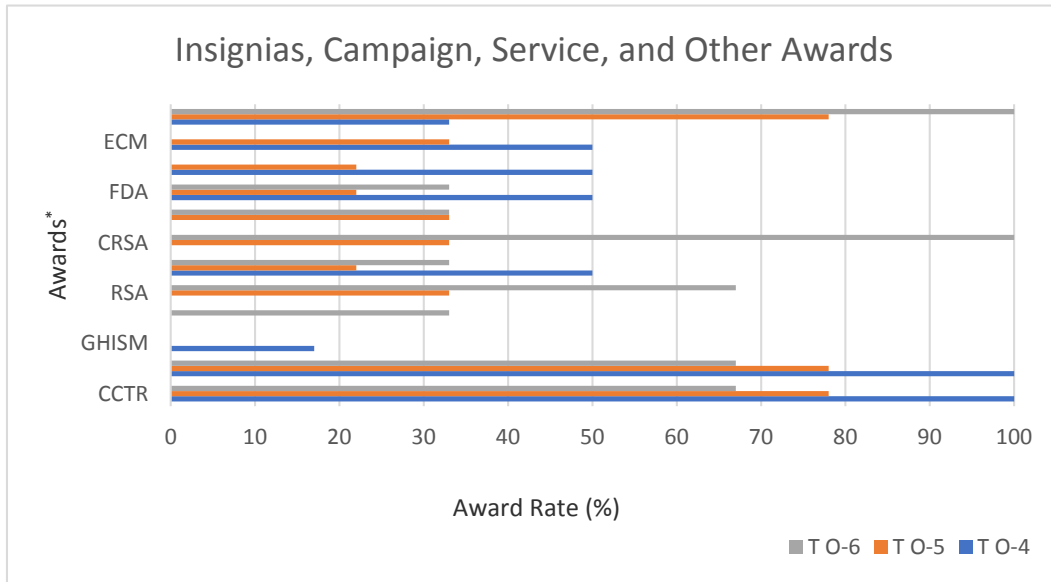
* PHS Citation (CIT), Achievement Medal (AM), Commendation Medal (CM), Outstanding Service Medal (OSM)

Unit Honor Awards:



* Presidential Unit Citation (PUC), Outstanding Unit Citation (OUC), Unit Commendation (UC)

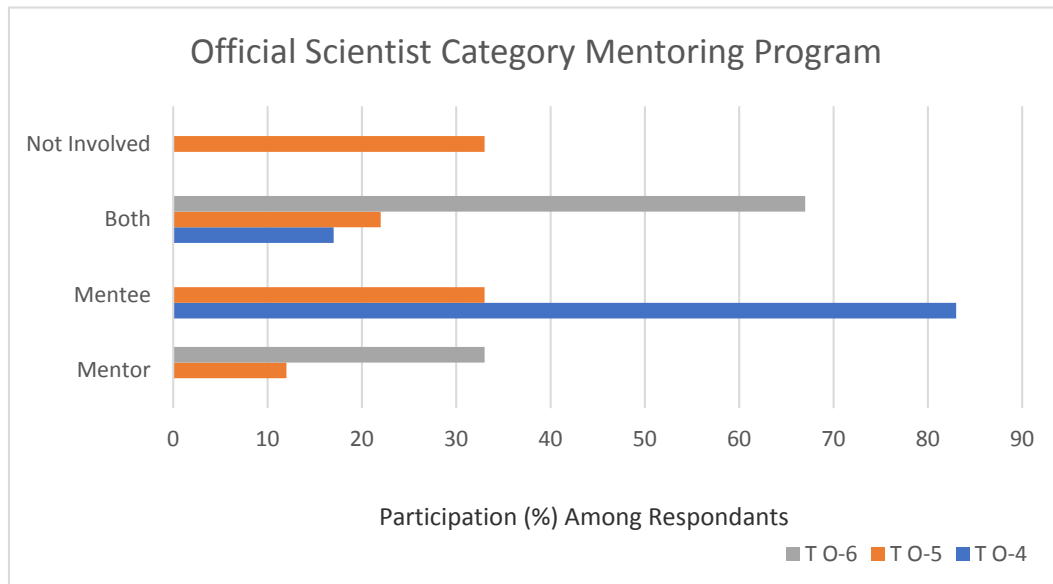
Insignias, Campaign, Service, and Other Awards:



* Field Medical Readiness Badge (FMRB), Ebola Campaign Medal (ECM), Hazardous Duty Award (HDA), Foreign Duty Award (FDA), Special Assignment Award (SAA), Crisis Response Service Award (CRSA), Global Response Service Award (GRSA), Response Service Award (RSA), Recruitment Service Ribbon (RSR), Global Health Initiatives Service Medal (GHISM), Regular Corps Ribbon (RCR), Commissioned Corps Training Ribbon (CCTR)

Officers were given the opportunity to describe any additional information regarding awards they believed pertinent to their promotion application. Some officers replied that they had received multiple Agency and or DOD awards. Others mentioned specific awards of significance including: Senior Psychologist of the Year Award, Ebola Campaign Expeditionary Attachment, Early Career Scientist 2015 Award, NIOSH Director’s Award for Extraordinary Intramural Science, Association of Military Surgeons of the United States Humanitarian Assistance Award, Scientist of the Year Award, Hispanic Officer Advisory Committee Junior Officer of the Year Award, JOAG Junior Officer of the Year Award, CDC Ebola Deployer of the Year Team Award, and Scientist Responder of the Year Award.

Level of Involvement in the Official Scientist Category Officer Mentoring Program:

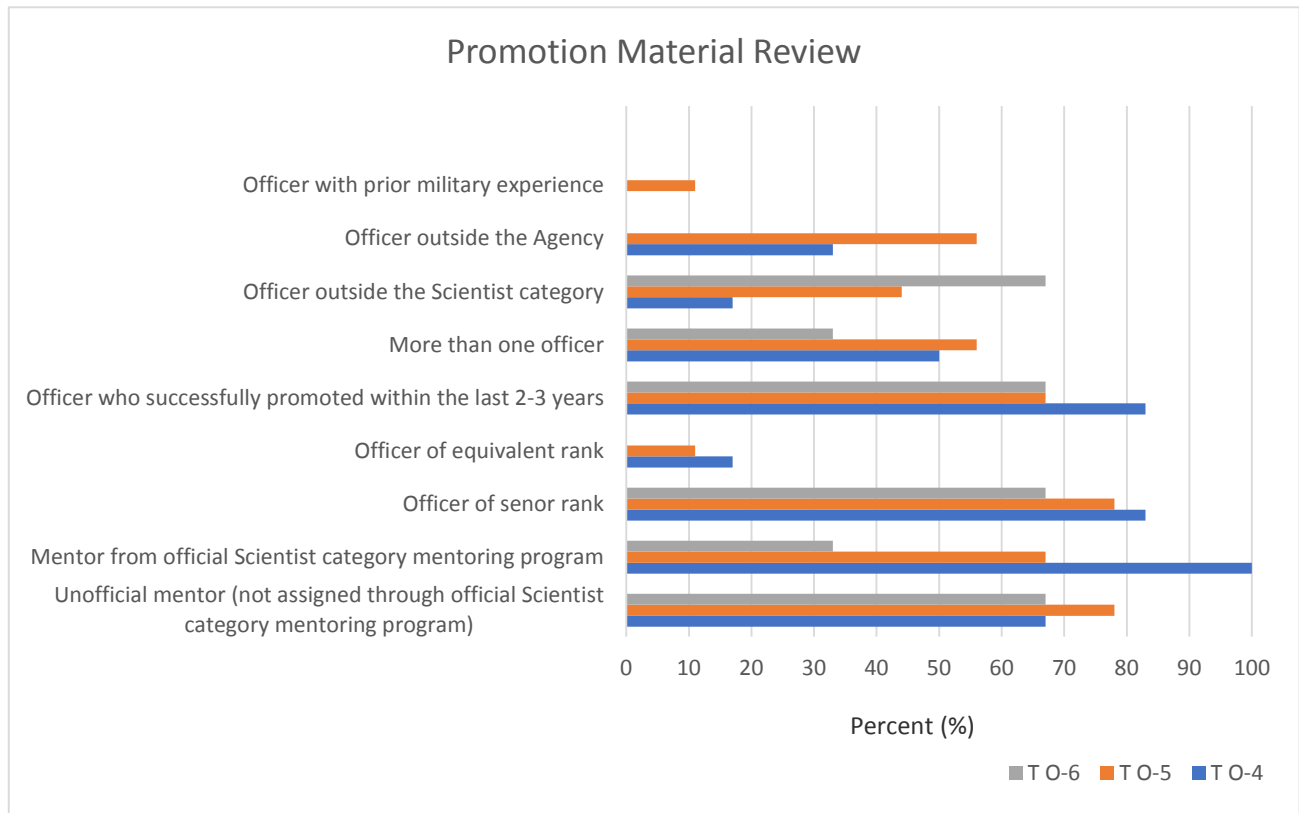


Officers were prompted to select from a series of choices those mentoring relationships which they believed made a significant impact on your promotion documentation. Officers were given the option to choose more than one answer.

Level of Participation in Writing ROS:

Almost all officers promoted to T O-4, T O-5, and T O-6 reported providing a draft ROS to their RO who only made minor adjustments/edits before finalizing. Three of the eighteen officers who participated reported providing a draft ROS to their RO who made significant changes/edits before finalizing.

Review of Promotion Material Prior to Submission:



PHS Deployments:

Officers promoted to T O-4 reported an average of 0.3 PHS deployments (range: 0-1 deployments); officers promoted to T O-5 reported an average of 2.8 PHS deployments (range: 0-10 deployments); and officers promoted to T O-6 reported an average of 6.3 PHS deployments (range: 3-8 deployments).

Other Deployments (Non-Corps/Agency Deployments):

Eleven of all eighteen (61%) officers promoted to T O-4, T O-5, and T O-6 reported other deployments (non-Corps deployments) with a range of 0-31 deployments. All officers who indicated CDC as their affiliated Agency reported a non-Corps deployment. One of two officers who indicated DOD as their affiliated Agency reported a non-Corps deployment and no officers who indicated FDA as their affiliated Agency reported a non-Corps deployment.

Response Teams:

Of the three officers who were promoted to T O-6, one reported being on a Tier 3 response roster, one reported being mission critical, and one reported serving on Tier 2 response team (Mental Health Team (MHT)).

Seven of nine (78%) officers promoted to T O-5 reported serving on either a Tier 1 or Tier 2 response team. Representative teams included Rapid Deployment Force (RDF), National Incident Support Team (NIST), and MHT. One officer reported being on a Tier 3 response roster and one officer reported being mission critical.

Three of six (50%) officers promoted to T O-4 reported serving on either a Tier 1 or Tier 2 response team. Representative teams included RDF and Services Access Team (SAT). One officer reported being on a Tier 3 response roster and two other officers reported being mission critical.

PHS Professional Group Participation:

All (100%) officers promoted to either T O-4, T O-5, T O-6 reported participation in at least one professional group. Most officers reported participation in multiple professional groups. Of the eighteen officers who responded to the survey, sixteen (89%) reported SciPAC, ten (56%) reported JOAG, and eight (44%) reported COA. These were the most frequently cited groups. Other groups included PsyPAG, HOAC, PHS Ensemble, and PHS Athletics.

Most officers described having leadership roles within their affiliated professional groups. Voting membership and leadership roles increased with rank.

PHS Scientific and Training Symposium Attendance:

Thirteen of eighteen (72%) officers promoted to either T O-4, T O-5, T O-6 reported attending at least one PHS Scientific and Training Symposium. Most officers who attended also noted participating in the symposium. Examples include presenting material or organizing events.

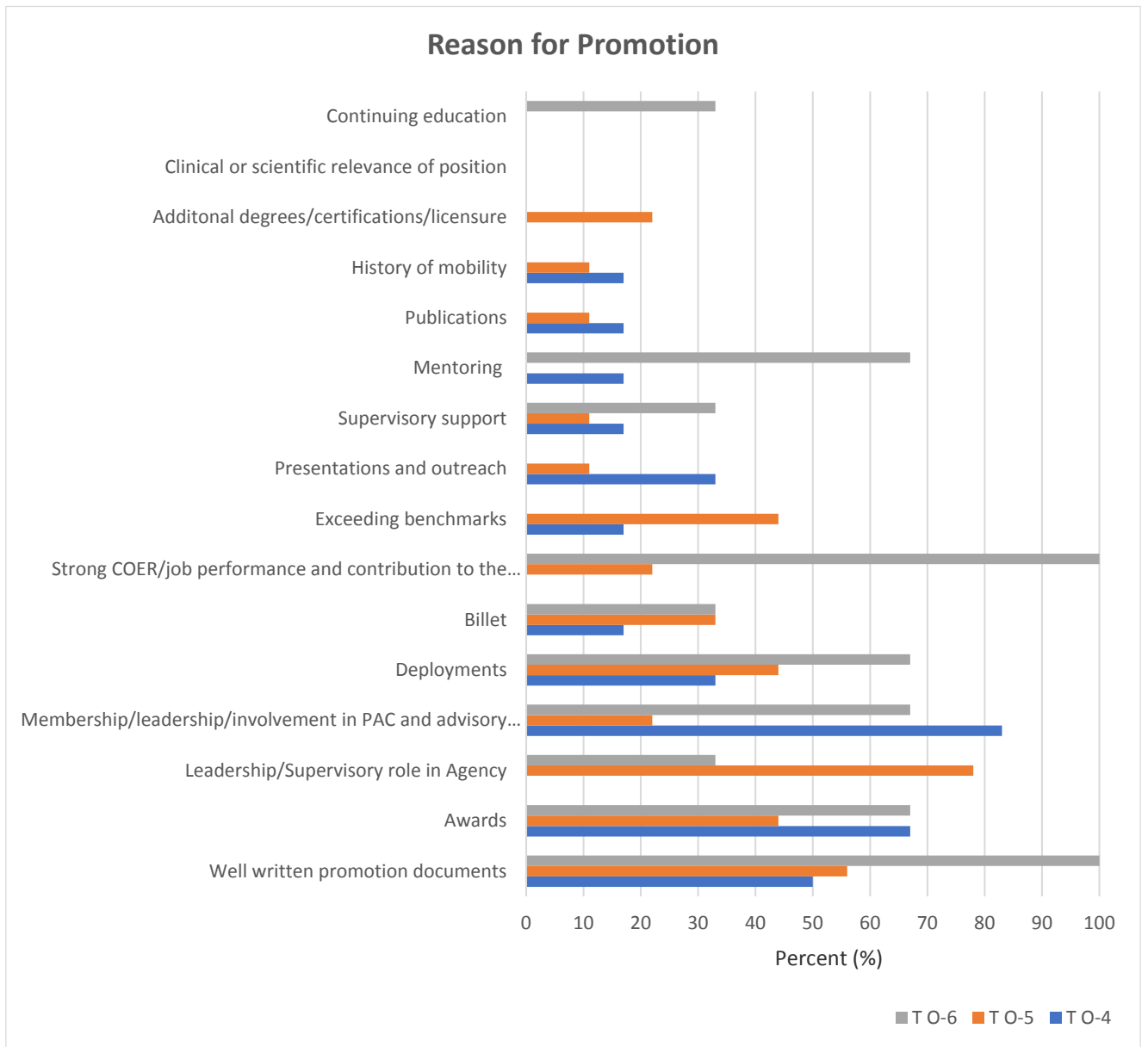
Continuing Education Standards:

All officers promoted to T O-4, T O-5 and T O-6 reported meeting the continuing education standards as described in the benchmarks.

Additional Certifications or Educational Degrees Beyond the Commissioning Degree:

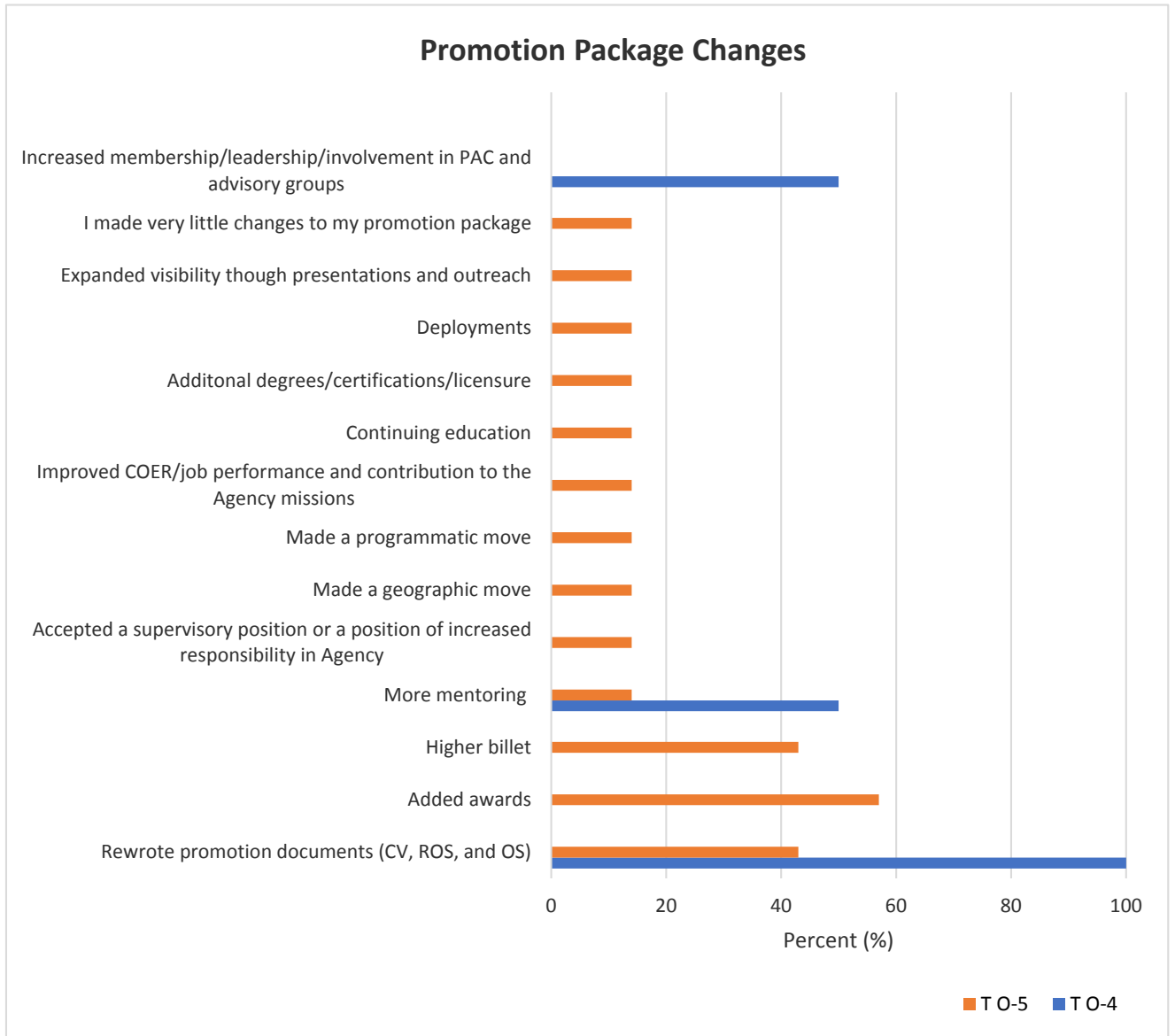
Eight of eighteen (44%) officers promoted to T O-4, T O-5, and T-O6 reported additional certifications or educational degrees beyond the commissioning degree. Master's degree was cited the most frequently. Only one of three officers promoted to T O-6 stated they had obtained additional certifications or educational degrees beyond the commissioning degree.

Reason for Promotion:



Officers were prompted to select only those factors which they believed critical for their promotion. Officers were given the option to choose more than one answer.

Changes made to promotion package if not successful on first attempt:



Note: This question only applied to officers who were promoted on at least one subsequent attempt. Denominators were adjusted when calculating percentages.

If unsuccessful on their first attempt, officers were prompted to indicate any changes they made to their promotion documents which they believed impacted their ability to get promoted. Officers were given the option to choose more than one answer.

Summary of Results:

Promotion rates for officers qualifying for T O-4, T O-5, and T O-6 promotion have continued to decline since PY 15. Promotion rates for PY 18 were significantly lower than previous years dating back to at least PY 13. It should be noted that promotion rates might be skewed because some officers may have been removed from the promotion list because they failed the readiness check. Those officers would not be replaced by the “next in line” and consequently, the promotion rate would be driven down.

Those officers who were successfully promoted in PY 18 exhibited strong job performance, exceptional leadership skills, and dedication to the Commissioned Corps. Many officers promoted in PY 18 exceeded the 2018 Scientist Category Promotion Benchmarks associated with the rank they were trying to achieve. This was most evident in those officers who promoted to T O-5. For example, many officers promoted to T O-5 reported serving in positions with an O-6 billet.

Well written promotion documents ranked the highest among all promoted officers as a critical factor for achieving promotion success. This was followed closely by awards, leadership/supervisory role in Agency, membership/leadership/involvement in PAC and advisory groups, and deployments. History of mobility, additional degrees/certifications/licensure, and clinical or scientific relevance of position, and continuing education were the least likely categories to be chosen by officers as critical for achieving promotion success.

Rewriting promotion documents ranked highest among officers who were unsuccessful on at least one attempt as a critical factor leading to their ability to get promoted on subsequent attempts. This was followed closely by adding awards, achieving a higher billet, and more mentoring.

Finally, officers were provided an opportunity to expand on their answers or describe other factors which may have impacted their promotion. An emphasis on well-written promotion documents with a consistent/unifying narrative was described by multiple officers as the most important aspect of promotion success. Several officers expanded on this by underscoring the importance of soliciting feedback from senior officers who operate in another Agency to ensure accomplishments are clearly communicated across a wide audience.

Concluding Remarks:

Several surprising and unexpected results were noted. For example, every officer who responded to the survey who was promoted to T O-6 reported promotion after their first attempt. Additionally, not all officers promoted to T O-5 or T O-6 indicated the Regular Corps Ribbon (RCR) when asked to report all Insignias, Campaign, Service, and Other Awards. It is important to consider the limitations of the survey when reviewing the results which include response rates and self-reported responses by the promoted officers without validation.

The Career Development Subcommittee continues to support the professional development and career progression of Scientist Category officers. The PPI team is tasked with identifying factors that may relate to success or non-success of promotion-eligible officers and is proud to provide this resource to our fellow officers. Future iterations of this report should consider ways to streamline data collection and improve the information's accuracy, as well as ways to publicize the findings.

Acknowledgements:

The SciPAC Career Development Subcommittee would like to acknowledge the time and contributions of the T O-4, T O-5, and T O-6 officers who participated in the promotion panels.