## 2017 ENGINEER CATEGORY PROMOTION BENCHMARKS

## PY 2017 Guidance Regarding Promotion Precepts and Benchmarks for Commissioned Corps Officers

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

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

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

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

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

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

The Promotion Precepts are weighted as follows:

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

## \*\*\*IMPORTANT NOTE\*\*\*:

Although the Readiness precept no longer carries any weight with regard to numerical score for promotion, basic readiness remains one of the several administrative checks for promotion. Officers in a "not ready" status at the 31 Dec RedDOG status report prior to the promotion year will receive an automatic Board Not Recommend. In addition, officers in a "not ready" status at the subsequent 31 March RedDOG status report, who were otherwise successful, will be removed from the successful list. Officers are advised to maintain basic readiness at all times.

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

Career development resources (e.g., Curriculum Vitae (CV) reviews, mentoring, internet training tools, career development seminars, fellow officers, serving in similar roles, etc.) provided by the PACs, agency liaisons, Division of Commissioned Corps Personnel and Readiness (DCCPR), and the CPOs should be explored and fully utilized by all officers.

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

1. Performance Rating and Reviewing Official's Statement (Performance)					
Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6	
Commissioned Officers'     Effectiveness Report     (COER)  Based on information     contained in the Officer's	The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value.	The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value.	The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value.	The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value.	
Statement, separate from the Reviewing Official's Statement, the officer will be rated on promotion readiness as it relates to:	Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.	Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.	Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.	Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.	
<ul> <li>Progression of responsibility</li> <li>Achievement and contributions to the agency mission</li> <li>Personal accountability for developing skills</li> </ul>	Guidance provided as needed/requested to complete assignments of moderate complexity and impact. Skill development reflects potential for leadership and willingness/ability to assume	Guidance provided as needed/requested to complete assignments of moderate complexity and impact. Skill development reflects potential for leadership and willingness/ability to assume	Evidence of independent performance of complex tasks requiring developed proficiency and higher responsibility with positive impact on the program.  Demonstrated leadership of program teams or projects.	Independent initiative, evidenced by development, oversight, coordination and/or leadership of projects of exceptional difficulty with an expected level of expertise. Assumption of overall personal accountability for	
and leadership effectiveness	increasing levels of responsibility.  Completes assigned duty-related mandatory training and elective training to complement mandatory training.	increasing levels of responsibility. Completes assigned duty-related mandatory training and elective training to complement mandatory training.	Completes assigned duty- related mandatory training and elective training to complement mandatory training.	the involved program or project.  Completes assigned duty-related mandatory training and elective training to complement mandatory training.	
	Supporting information that professional development contributes to the agency missions.  The officer demonstrates they efficiently and effectively work at their current grade.	Supporting information that professional development contributes to the agency missions.  The officer demonstrates they efficiently and effectively work at a higher level than their current grade.	Supporting information that professional development contributes to the agency missions.  The officer demonstrates they efficiently and effectively work at a higher level than their current grade.	Supporting information that professional development contributes to the agency missions.  The officer demonstrates they efficiently and effectively work at a higher level than their current grade and should currently occupy an O-6 billet.	

1. Performance Rating and Reviewing Official's Statement (Performance)					
Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6	
Award History**	There should be a record of	There should be a record of	There should be a record of	There should be a record of	
	awards across the career.	awards across the career.	awards across the career.	awards across the career.	
Progression of awards,	Officers should strive for	Officers should strive for	Officers should strive for	Officers should strive for	
relevance to mission, quality,	increasing levels of	increasing levels of	levels of achievement that	levels of achievement that	
as well as quantity, across	achievement including team	achievement that reflects	are distinctly greater than	reflects exceptional	
the career is assessed:	or unit participation, which	superior efforts, including	expected and which should	leadership and which should	
BUO In 15 d hard on 1 Had	may result in individual or unit	team or unit participation,	result in progressively higher	result in progressively higher	
o PHS Individual and Unit	awards (e.g., a PHS Citation	which may result in individual	individual awards or unit	individual awards or unit	
Honor Awards (e.g., PHS	Medal or Unit	or unit awards (e.g., an	recognition (e.g., a	recognition (e.g., an	
Citation Medal,	Commendation).	Achievement Medal or Unit	Commendation Medal or Unit	Outstanding Service Medal or	
Outstanding Service	Division Institute and	Commendation).	Commendation).	Outstanding Unit Citation).	
Medal, Unit	Division, Institute, and	Division Institute and	Division Institute and	Division Institute and	
Commendation)	Agency (including non-DHHS	Division, Institute, and	Division, Institute, and	Division, Institute, and	
○ Other Awards &	agencies), and professional	Agency (including non-DHHS	Agency (including non-DHHS	Agency (including non-DHHS	
	organization awards, and	agencies), and professional	agencies), and professional	agencies), and professional	
Recognition	recognition such as letters of	organization awards, and	organization awards, and recognition such as letters of	organization awards, and recognition such as letters of	
○ PHS Service Awards	commendation.	recognition such as letters of commendation.	commendation.	commendation.	
(e.g., Isolated Hardship	Service should clearly reflect	commendation.	commendation.	commendation.	
Service Award, Special	the impact(s) that evolve from	Service should clearly reflect	Service should clearly reflect	Service should clearly reflect	
Assignment Service	responsibility and	the impact(s) that evolve from	the impact(s) that evolve from	the impact(s) that evolve from	
Award)	performance of the officer.	responsibility and	responsibility and	responsibility and	
Awaid)	performance of the officer.	performance of the officer.	performance of the officer.	performance of the officer.	
Reviewing Official's	Exhibits Leadership	Exhibits Leadership	Demonstrates Leadership	Accomplished Leadership	
Assessment for Promotion	Qualities	Qualities	Skills	Role	
Readiness	Quantics	Quantics	OKIIIS	Kole	
reduiie33	Recognizing junior officers	Recognizing junior officers	Recognizing exceptional	Recognizing leaders who	
Based on information	with the potential and	with the potential and	personal leadership skill and	have moved into key	
contained in the Reviewing	inspiration to influence.	inspiration to influence.	significant potential or	leadership roles and have a	
Official's Statement (separate	maphation to influence.	maphation to influence.	competence as a leader or	proven record of influence	
from the Officer's Statement).			manager.	and achievement (e.g.,	
the Officer will be rated on	For example: As assessed in	For example: As assessed in	Thanagor.	Subject Matter Expert,	
promotion readiness as it	ROS, candidate excels:	ROS, candidate excels:		Program Chief/Director or	
relates to:			For example: As assessed in	equivalent).	
Totales to.	a) In attributes that serve the	a) In attributes that serve the	ROS, candidate excels:		
○ Current Leadership Role	leadership in a group, team,	leadership in a group, team,		For example: As assessed in	
in Command/ Agency	committee, or branch work	committee, or branch work	a) In the contributions to and	ROS, candidate excels:	
	and with the potential for	and with the potential for	support of a management,		
○ Progression of	team leadership or	team leadership or	supervisory, technical or	a) In an executive, senior	
Leadership Potential	management role.	management role.	clinical expert and/or	management, expert, and/or	
•			program leadership role.	special advisory/consultant	
	and/or	and/or		position.	
<ul> <li>Contribution to the</li> </ul>					

Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
Agency Missions	b) As a member of a task force or similar group at, or above, the local or regional Branch or Division level.  Other considerations <i>may</i> include:  Authorship of publications or other written communication or oral presentations that strive for increasing impact (e.g., at, or above, the local/regional Branch, or Division level).	b) As a member of a task force or similar group at, or above, the local or regional Branch or Division level.  Other considerations <i>may</i> include:  Authorship of publications or other written communication or oral presentations that strive for increasing impact (e.g., at, or above, the local/regional Branch, or Division level).  Engages in collateral activities that contribute to the Agency/PHS mission.	and/or  b) As a member or leader of a task force or similar group at, or above, the local or regional Agency level.  Other considerations <i>may</i> include:  Primary or secondary authorship of publications or other written communication or oral presentations that strive for increasing impact (e.g., at or above the local or regional Agency level).  Engages in collateral activities that contribute to the	and/or  b) As a leader of a task force or a similar group at either the regional, national or international Agency level.  Other considerations <i>may</i> include:  Primary or secondary authorship of publications or other written communication or oral presentations that strive for increasing impact (e.g., at either the regional, national or international Agency level).  Evidence that career duties
		Agency/PHS mission.	activities that contribute to the Agency/PHS mission.	Evidence that career duties and collateral activities contribute to visibility and impact of the Agency/PHS Commissioned Corps

<sup>\* -</sup> Temporary O2 and O3 promotions for all categories are determined by an administrative file review as outlined in Commissioned Corps Instruction (CCI) 332.01 (old CC 23.4.2, 6-2). Officers are encouraged to use the Factors and Benchmarks listed for T-O4/P-O2 & O3 for career development purposes.

<sup>\*\* -</sup> Please refer to CCI 511.01 (old CC 27.1.1) Awards Program for a description of the Honor and Service Awards.

2. Education, Training & Professional Development				
Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
• Degrees	If no certification or licensure, a bachelor's degree from an approved school in engineering, public health, or another field of clear potential value in Corps engineering activities.	If no certification or licensure, a master's degree or doctoral degree from an approved school in engineering, public health, or another field of clear potential value in Corps engineering activities.	Master's degree or doctoral degree from an approved school in engineering, public health, or another field of clear potential value in Corps engineering activities.	Master's degree or doctoral degree from an approved school in engineering, public health, or another field of clear potential value in Corps engineering activities.
Certifications,     Credentialing, Licensure	Registration or board certification, by examination, as an Engineer in Training (EIT), Associate Safety Professional (ASP), or other registrations or board certifications recognized by the Council of Engineering and Scientific Specialty Boards and approved by the Director, Division of Commissioned Corps Personnel and Readiness (DCCPR).  Other job-related certifications or licensure should be considered as value added.	Registration or board certification, by examination, as a Professional Engineer (PE), Health Physicist, Industrial Hygienist, Certified Safety Professional, Registered Architect, or other registrations or board certifications recognized by the Council of Engineering and Scientific Specialty Boards and approved by the Director, Division of Commissioned Corps Personnel and Readiness (DCCPR).  Other job-related certifications or licensure should be considered as value added.	Registration or board certification, by examination, as a Professional Engineer (PE), Health Physicist, Industrial Hygienist, Certified Safety Professional, Registered Architect, or other registrations or board certifications recognized by the Council of Engineering and Scientific Specialty Boards and approved by the Director, Division of Commissioned Corps Personnel and Readiness (DCCPR).  Other job-related certifications or licensure should be considered as value added.	Registration or board certification, by examination, as a Professional Engineer (PE), Health Physicist, Industrial Hygienist, Certified Safety Professional, Registered Architect, or other registrations or board certifications recognized by the Council of Engineering and Scientific Specialty Boards and approved by the Director, Division of Commissioned Corps Personnel and Readiness (DCCPR).  Other job-related certifications or licensure should be considered as value added.
Continuing Education	Average of 3CEU's or an equivalent of approximately 30 hours per year exhibiting continuous growth of the officer's education (i.e., technical, leadership, and management).			
Public Health Training/ Experience	Board should give credit to training (for example, advanced readiness, or bioterrorism training, or other courses that contribute to the public health mission of the Corps).	Board should give credit to training (for example, advanced readiness, or bioterrorism training, or other courses that contribute to the public health mission of the Corps).	Leadership development and work experience in leading public health programs and initiatives (i.e., SG or agency initiatives). Board should give credit to training, for example, advanced readiness (i.e., FMRB), or bioterrorism training, or other courses that contribute to the public health	A Leader of public health programs and initiatives (i.e., SG or agency initiatives). Board should give credit to training, for example, advanced readiness (i.e., FMRB), or bioterrorism training, or other courses that contribute to the public health mission of the Corps
			contribute to the public health mission of the Corps.	mission of the Corps.

3. Career Progression and Potential				
Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
Pillar Assignment	Officer encumbers a position that meets one of the five pillars.			
• Billet(s)	Currently occupy a billet equal to or greater than O3.	Currently occupy a billet equal to or greater than O4.	Currently occupy a billet equal to or greater than O5.	Currently occupy a billet equal to or greater than O6.
Assignments (DCCPR Orders)	1-2 assignments that demonstrate progressively more responsibility, ability, and independence.	1-2 assignments that demonstrate progressively more responsibility, ability, and independence.	2-4 assignments that demonstrate progressively more responsibility, ability, and independence.	4-5 assignments that demonstrate progressively more responsibility, ability, and independence; at least 2 assignments demonstrating programmatic leadership.
Mobility – Geographic and/or programmatic (physical move or change of agency, or within an agency) change of program	≥ 1 Board should give additional credit for Isolation Hardship locations and hard to fill positions occupied.	> 1 Board should give additional credit for Isolation Hardship locations and hard to fill positions occupied since the last promotion.	≥ 3 Board should give additional credit for Isolation Hardship locations and hard to fill positions occupied since the last promotion.	≥ 5 Board should give additional credit for Isolation Hardship locations and hard to fill positions occupied since the last promotion.
<ul> <li>Collateral Duties (Not Covered by Billet, such as participation in Agency mission-related duties not in billet description)</li> </ul>	≥ 1 At the local level as a team member.	≥ 3 At the local level as a team member.	≥ 3 At the area or national level.	≥ 3 With some of the duties indicating national leadership.

4. Professional Contributions & Services to the PHS Commissioned Corps (Officership)				
Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
Honor/ Integrity/Duty	Displaying honor and integrity as an officer.	Displaying honor and integrity as an officer.	Displaying honor and integrity as an officer.	Displaying honor and integrity as an officer.
As a USPHS Officer	Completes mandatory CC training.	Completes mandatory CC training.	Completes mandatory CC training.	Completes mandatory CC training.
<ul> <li>Honor and integrity are</li> </ul>				
the consistent regard for the highest standards of behaviors and the refusal to violate one's personal	Officer participates in personal and professional duties to meet obligations.	Officer participates in personal and professional duties to meet obligations.	Officer participates in personal and professional duties to meet obligations.	Officer participates in personal and professional duties to meet obligations.
and professional codes.	No disciplinary or adverse actions; officer in good	No disciplinary or adverse actions; officer in good	No disciplinary or adverse actions; officer in good	No disciplinary or adverse actions; officer in good
<ul> <li>Duty is the free acceptance of a commitment to service.</li> </ul>	standing.	standing.	standing.	standing.
Officer CC Contributions Significant contributions are based on information contained in the Officer's Statement, CV, and documented in letters of appreciation. Examples	Appointed member or volunteer.	Appointed member or volunteer.	Appointed member or volunteer who leads subcommittee or demonstrates substantive role.	Appointed member or volunteer who serves as Chair or Vice-Chair, or leads subcommittees, or demonstrates substantive role.
may include:  o Membership/ Leadership/ Involvement in PAC and	Evidence that [CC and collateral activities impact and contribute to the PHS mission at the local level.	Evidence that CC and collateral activities impact and contribute to the PHS mission at the local level.	Evidence that CC and collateral activities impact and contribute to the PHS mission at the regional level.	Evidence that CC and collateral activities impact and contribute to the PHS mission at the regional,
Advisory Groups (e.g., Junior Officers Advisory Group, Minority Officers Liaison Council)				national or international level.
Recruitment Activities		Documented recruitment activities.	Documented recruitment activities.	Documented recruitment activities.

4. Professional Contributions & Services to the PHS Commissioned Corps (Officership)				
Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
<ul> <li>Mentoring</li> <li>Professional contributions</li> <li>Commitment to professional development and officer visibility, i.e. while in uniform. Significant contributions are based on information contained in the CV, and documented in letters of appreciation, awards, etc. Examples may include:         <ul> <li>Membership/Involvement in Professional, Uniformed Service, and Specialty Organizations</li> </ul> </li> </ul>	Participates as a protégé in regular one-on-one or group mentoring activities.  Active member at the local, level.	Participates as a protégé in regular one-on-one or group mentoring activities.  Active member at the local, regional, levels.	Participates as a primary or supportive mentor in regular one-on-one or group mentoring activities. Seeks mentors within peers or higher level.  Completes a formal mentor assignment verified via letter from PAC, Advisory Group, Agency leadership, etc.  Recruits other mentors to support professional development of peers.  Active member at the regional, or national, or levels.  Serves as contributing member to the organization through a committee or subcommittee.	Participates as a primary mentor in regular one-on-one or group mentoring activities. Seeks mentors within peers or higher level.  Completes a formal mentor assignment verified via letter from PAC, Advisory Group, Agency leadership, etc.  Recruit, train, support and manage other mentors for the professional development of other officers.  Active member at the national or international levels.  Serves in a leadership role in the organization such as subcommittee Chair or Chair of the organization.
Presentations and Outreach	Participation at local and regional meetings or activities of professional organizations.	Presentations and/or outreach at local and regional meetings or activities of professional organizations.	Presentations and/or outreach regional meetings or activities of professional organizations.  Evidence of greater visibility in promoting the Corps to broader audiences.	Presentations and/or outreach regional, national or international meetings or activities of professional organizations.  Sought out by meeting planners for presentations with evidence of greater impact in support of Corps/Agency missions.

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5.Readiness				
Factor Benchmarks Benchmarks Benchmarks Benchmarks Benchmarks T-O4/P-O3 T-O5/P-O4 T-O6/P-O5/P-O				
NA	Officer meets and maintains Basic Readiness Standards.			

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