2018 MEDICAL CATEGORY PROMOTION BENCHMARKS

PY 2018 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 guidance: 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 and may change from year to year. 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%
 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 S	tatement (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 Statement, consists from the	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. Secondary assessment will
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.	include a review of the COER score, in the context of the officer's performance trends.
 Progression of responsibility Achievement and contributions to the agency mission Personal accountability 	Guidance provided as needed/requested to complete assignments of moderate complexity and impact. Skill development reflects potential for leadership and	Guidance provided as needed/requested to complete assignments of moderate complexity and impact. Skill development reflects potential for leadership and	Evidence of independent performance of complex tasks requiring a high level of proficiency and increasing responsibility with positive impact on the program. Demonstrated leadership of	Independent initiative, evidenced by development, oversight, coordination and/or leadership/accountability of projects of exceptional difficulty with required level of expertise.
for developing skills and leadership effectiveness	willingness/ability to assume increasing levels of responsibility. Completes assigned duty-related mandatory training	willingness/ability to assume increasing levels of responsibility. Completes assigned duty-related mandatory training and elective training to complement mandatory	program teams or projects. Completes assigned duty- related mandatory training and elective training to	Completes assigned duty- related mandatory training and elective training to complement mandatory training.
	and elective training to complement mandatory training.	training. Supporting information that professional development	complement mandatory training. Supporting information that	Supporting information that professional development contributes to the agency missions.
	Supporting information that professional development contributes to the agency missions.	contributes to the agency missions. The officer demonstrates they efficiently and effectively work	professional development contributes to the agency missions. The officer demonstrates they	The officer demonstrates they efficiently and effectively work at a higher level than their current grade.
	The officer demonstrates they efficiently and effectively work at their current grade.	at a higher level than their current grade.	efficiently and effectively work at a higher level than their current grade.	

	1. Performance Rating	and Reviewing Official's 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 awards across the career.	There should be a record of awards across the career.	There should be a record of awards across the career.	There should be a record of awards across the career.
Progression of awards,	Officers should strive for	Officers should strive for	Officers should strive for	Officers should strive for levels
relevance to mission, quality,	increasing levels of	increasing levels of	levels of achievement that	of achievement that
as well as quantity, across	achievement including team	achievement that reflect	are distinctly greater than	demonstrate increasing impact
the career is assessed:	or unit participation, which	superior efforts, including	expected and which should	and result in progressively
	may result in individual or unit	team or unit participation,	result in progressively higher	higher individual awards or
 PHS Individual and Unit 	awards (e.g., a PHS Citation	which may result in individual	individual awards or unit	unit recognition (e.g., an
Honor Awards (e.g., PHS	Medal or Unit	or unit awards (e.g., an	recognition (e.g., a	Outstanding Service Medal or
Citation Medal,	Commendation).	Achievement Medal or Unit	Commendation Medal or Unit	Outstanding Unit Citation).
Outstanding Service		Commendation).	Commendation).	
Medal, Unit	Division, Institute, and			Division, Institute, and Agency
Commendation)	Agency (including non-DHHS	Division, Institute, and	Division, Institute, and	(including non-DHHS
	agencies), and professional	Agency (including non-DHHS	Agency (including non-DHHS	agencies), and professional
Other Awards &	organization awards, and	agencies), and professional	agencies), and professional	organization awards, and
Recognition	recognition such as letters of	organization awards, and	organization awards, and	recognition such as letters of
	commendation.	recognition such as letters of	recognition such as letters of	commendation.
 ○ PHS Service Awards 		commendation.	commendation.	
(e.g., Isolated Hardship	Awards should clearly reflect			Awards should clearly reflect
Service Award, Special	the impact(s) that evolve from	Awards should clearly reflect	Awards should clearly reflect	the impact(s) that evolve from
Assignment Service	responsibility and	the impact(s) that evolve from	the impact(s) that evolve from	responsibility and performance
Award)	performance of the officer.	responsibility and	responsibility and	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	Recognized junior officers	Recognized junior officers	Recognized exceptional	Recognized leaders who have
Based on information	with the potential and	with the potential and	personal leadership skill and	moved into key leadership roles
contained in the Reviewing	inspiration to influence.	inspiration to influence.	significant potential or	and have a proven record of
Official's Statement (separate	mopiration to inflactice.	·	competence as a leader or	expertise, influence and
from the Officer's Statement),	For example: As documented	For example: As documented	manager.	achievement (e.g., Subject
the officer will be rated on	in ROS, candidate excels:	in ROS, candidate excels:		Matter Expert, Program
promotion readiness as it	,	a) In attributes that serve the	For example: As documented	Chief/Director or equivalent).
relates to:	a) In attributes that serve the	leadership in a group, team,	in ROS, candidate excels by:	For example: As documented in
	leadership in a group, team,		a) Contributing to and	ROS, candidate excels as:
 Current Leadership Role 	committee, or branch work	and with the potential for	supporting a management,	a) A subject matter expert,
in Command/Agency	and with the potential for	team leadership or	supervisory, technical or	senior management, and/or
	team leadership or	management role.	clinical expert and/or	
	management role.	management role.	program leadership role.	special advisory/consultant position.
o Progression of			program leadership fole.	'
Leadership Potential	and/or	and/or	and/or	and/or

	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-06/P-05/P-06	
 Contribution to the Agency Missions 	b) As a member of a task force or similar group at, or above, the Agency, local or regional level.	b) As a member of a task force or similar group at, or above, the Agency, local or regional level.	b) Serving as a leader of a task force or similar group at, or above, the Agency, local or regional level.	b) Leader of a task force or a similar group at either the Agency, regional, national or international level.	
	Other considerations <i>may</i> include:	Other considerations <i>may</i> include:	Other considerations <i>may</i> include:	Other considerations <i>may</i> include:	
	Authorship of publications or other written communication or oral presentations that strive for increasing impact at, or above, the local/regional, Branch, or Division level.	Authorship of publications or other written communication or oral presentations that strive for increasing impact at, or above, the local/regional, Branch, or Division level.	Primary or secondary authorship of publications or other written communication or oral presentations that achieve increasing impact at or above the local, regional, or Agency level.	Primary, secondary or senior authorship of publications or other written communication or oral presentations that achieve increasing impact at either the regional, national, international or Agency level.	
	von etione for all acte rarios and Tor	Engages in collateral activities that contribute to the Agency/PHS mission.	Engages in collateral 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 mission.	

^{* -} Temporary O2 and O3 promotions for all categories and Temporary O4 promotions for the Medical and Dental 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.

^{** -} 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 T-O4/P-O3	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6		
Professional Degree (Required)	MD or DO	MD or DO	MD or DO		
Medical licensure (Required)	Current	Current	Current		
		Yes; multiple residencies and/or specialty trainings	Yes; multiple residencies and/or specialty trainings		
Current board certification (Examples of excellence)	Yes; multiple board certifications; fellowship in specialty college	Yes; multiple board certifications; fellowship in specialty college	Yes; multiple board certifications; fellowship in specialty college		
• Continuing Medical Education (Examples of excellence)	Demonstrates maintenance of professional competence by participating in and receiving certificates for educational activities approved by the ACGME for category I credit. Standard is 75 hours /3 year interval. Annual summary of CME is documented for most recent 3 years. In-depth CME activities relevant to the officer's current role or I to future leadership roles. CME leading to a certificate or other type of professional credential.	Demonstrates maintenance of professional competence by participating in and receiving certificates for educational activities approved by the ACGME for category I credit. Standard is 75 hours /3 year interval. Annual summary of CME is documented for most recent 3 years. In-depth CME activities relevant to the officer's current role or to future leadership roles. CME leading to a certificate or other type of professional credential. Deeper level of engagement in CME than as a learner (e.g, evaluation or development of CME materials).	Demonstrates maintenance of professional competence by participating in and receiving certificates for educational activities approved by the ACGME for category I credit. Standard is 75 hours /3 year interval. Annual summary of CME is documented for most recent 3 years. In-depth CME activities relevant to the officer's current role or to future leadership roles. CME leading to a certificate or other type of professional credential. Deeper level of engagement in CME than just as a learner (e.g, evaluation or development of CME materials, serving as a trainer or consultant for CME activities).		

	2. Education, Training & Professional Development				
Factor	Benchmarks T-O4/P-O3	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6		
Public Health Training and Experience (Examples of excellence)	Additional course work in public health, emergency preparedness, RedDOG modules, and other training related to agency mission, current role, or future roles. This might include (but is not limited to) bioethics, epidemiology, public health policy, research, and regulatory affairs. An additional consideration may include substantive participation in a community-based public health initiative or program.	Additional course work in public health, emergency preparedness, RedDOG modules, and other training related to agency mission, current role, or future roles. This might include (but is not limited to) bioethics, epidemiology, public health policy, research, and regulatory affairs. Work experience or committee service on a local, regional, national, or international public health activity or initiative. An additional consideration may include leadership in a community-based public health initiative or program.	Additional course work in public health, emergency preparedness, RedDOG modules, and other training related to agency mission, current role, or future roles. This might include (but is not limited to) bioethics, epidemiology, public health policy, research, and regulatory affairs. Work experience or committee service on a local, regional, national, or international public health activity or initiative. An additional consideration may include design, supervision, or mentorship to others for a community-based public health initiative or program.		
Additional Degrees (Examples of excellence)	MPH, MHSc, PhD or other degree relevant to agency mission, or other training qualifications of note.	MPH, MHSc, PhD or other degree relevant to agency mission, or other training qualifications of note.	MPH, MHSc, PhD or other degree relevant to agency mission, or other training qualifications of note.		

	3. Career Progression & Potential				
Factor	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	s one of the five pillars.			
• Billet	Officer should be in an O-4 billet or above.	Officer should be in an O-5 billet or above.	Officer should be in an O-6 billet or above.		
Assignments (Examples of Excellence)	Reflect increasing independence, responsibility, accountability, and emerging leadership potential, in current role or on detail assignments (including TDY assignments and deployments).	Reflect increasing independence, responsibility, accountability, and leadership, in current role or on detail assignments (including TDY assignments and deployments).	Reflect increasing independence responsibility, accountability, and leadership, in current role or on detail assignments (including TDY assignments and deployments).		
Mobility, Geographic and/or Programmatic	One geographic or programmatic move.	Two geographic or programmatic moves.	Three geographic or programmatic moves.		
(Examples of Excellence)	May consider fewer moves provided moves reflect increasing responsibility and leadership.	May consider fewer moves provided moves reflect increasing responsibility and leadership.	May consider fewer moves provided moves reflect increasing responsibility and leadership.		
	Mobility may also be demonstrated by extended details (lasting 30 days or more) or by deployments with RedDOG or with officer's agency (lasting 14 days or more or totaling 30 days or more).	Mobility may also be demonstrated by extended details (lasting 30 days or more) or by deployments with RedDOG or with officer's agency (lasting 14 days or more or totaling 30 days or more).	Mobility may also be demonstrated by extended details (lasting 30 days or more) or by deployments with RedDOG or with officer's agency (lasting 14 days or more or totaling 30 days or more).		
Collateral Duties (Examples of Excellence)	Agency mission-related duties that are not included in the billet description. Involvement is local and as a team	Agency mission-related duties that are not included in the billet description. Involvement is regional or national and	Agency mission-related duties that are not included in the billet description. Involvement is regional or national and		
	member.	officer serves in leadership role. Serves as a leader of a task force (or similar group) at, or above, the Agency, local or regional level Lead a clinical quality improvement initiative or educational project.	officer serves in leadership role. Officer has initiated the activity. Serves as a leader of a task force (or similar group) at either the Agency, regional, national or international level		
	vallance" indicate sample activities and accompli	Precept/supervise trainees.	Design a clinical quality improvement initiative or educational project. Precept/supervise trainees.		

Note: Entries marked "Examples of Excellence" indicate sample activities and accomplishments through which an officer may distinguish him or herself. It is neither expected nor essential that an officer achieve all of these examples to be considered for promotion.

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.			
As a USPHS Officer	Completes mandatory CC training			
 Honor and integrity are the consistent regard for the highest standards of behaviors and the refusal to violate one's personal and professional codes. Duty is the free acceptance of a commitment to service. 	Officer participates in personal and professional duties to meet obligations. No disciplinary or adverse actions; officer in good standing	Officer participates in personal and professional duties to meet obligations. No disciplinary or adverse actions; officer in good standing	Officer participates in personal and professional duties to meet obligations. No disciplinary or adverse actions; officer in good standing	Officer participates in personal and professional duties to meet obligations. No disciplinary or adverse actions; officer in good 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.
 appreciation: Examples may include: Membership/ Leadership/ Involvement in PAC and Advisory Groups (e.g., Junior Officers Advisory Group, Minority Officers Liaison Council) 	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, national or international level.
Recruitment Activities		Documented recruitment activities	Documented recruitment activities	Documented recruitment activities

4. Pr	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
Mentoring	Participates as a protégé in regular one-on-one or group mentoring activities	Participates as a protégé in regular one-on-one or group mentoring activities.	Participates as a primary or team 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.	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. Recruits, trains, supports and manages other mentors for the professional development of other officers.
Professional contributions 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: • Membership/ Involvement in Professional, Uniformed Service, and Specialty Organizations	Active member at the local level.	Active member at the local and/or regional level.	Active member at the regional or national level. Serves as contributing member to the organization through a committee or subcommittee.	Active member at the national or international level. Serves in a leadership role in the organization such as subcommittee Chair or Chair of the organization.

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
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 at regional meetings or activities of professional organizations Evidence of greater visibility in promoting the Corps/Agency to broader audiences.	Presentations and/or outreach at regional, national or international meetings or activities of professional organizations. Sought out for presentations with evidence of greater impact in support of Corps/Agency missions.

^{* -} Temporary O2 and O3 promotions for all categories and Temporary O4 promotions for the Medical and Dental Categories are determined by an administrative file review as outlined in CCI 332.01 (old CC23.4.2, 6-2). Officers are encouraged to use the Factors and Benchmarks listed for T-O4/P-O2 & O3 for career development purposes.

5.Readiness					
Factor Benchmarks Benchmarks Benchmarks Benchmarks Benchmarks T-O4/P-O3 T-O5/P-O4 T-O6/P-O5/P-O6					
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.