

2020 NURSE CATEGORY PROMOTION BENCHMARKS

PY 2020 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 Precepts 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:

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

*Although the Readiness precept no longer carries any weight with regard to numerical score for promotion, basic readiness **remains** one of several administrative checks for promotion. Officers in a "not ready" status at the December Readiness 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 status report, who were otherwise successful, **will be removed** from the successful promotion 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, Commissioned Corps Headquarters (CCHQ), 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
<p>Commissioned Officers' Effectiveness Report (COER)</p> <p>Based on information contained in the Officer's Statement, separate from the Reviewing Official's Statement, the officer will be rated on promotion readiness as it relates to:</p> <ul style="list-style-type: none"> ○ Progression of responsibility ○ Achievement and contributions to the agency mission ○ Personal accountability for developing skills and leadership effectiveness 	<p>The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value.</p> <p>Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.</p> <p>Guidance provided as needed/requested to complete assignments associated with job related function and impact. Skill development reflects basic leadership concepts and potential to assume increasing levels of responsibility.</p> <p>Completes assigned duty-related mandatory training and elective training to complement mandatory training.</p> <p>Supporting information that professional development contributes to the agency's missions.</p> <p>The officer demonstrates they efficiently and effectively work at their current grade.</p>	<p>The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value.</p> <p>Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.</p> <p>Guidance provided as needed/requested to complete assignments of moderate complexity and impact. Skill development reflects potential for leadership and willingness/ability to assume increasing levels of responsibility.</p> <p>Completes assigned duty-related mandatory training and elective training to complement mandatory training.</p> <p>Supporting information that professional development contributes to the agency's missions.</p> <p>The officer demonstrates they efficiently and effectively work at a higher level than their current grade.</p>	<p>The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value.</p> <p>Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.</p> <p>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.</p> <p>Completes assigned duty-related mandatory training and elective training to complement mandatory training.</p> <p>Supporting information that professional development contributes to the agency's missions.</p> <p>The officer demonstrates they efficiently and effectively work at a higher level than their current grade.</p>	<p>The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value.</p> <p>Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.</p> <p>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 the involved program or project.</p> <p>Completes assigned duty-related mandatory training and elective training to complement mandatory training.</p> <p>Supporting information that professional development contributes to the agency's missions.</p> <p>The officer demonstrates they efficiently and effectively work at a higher level than their current grade and should currently occupy an O-6 billet.</p>

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
<p>• Award History**</p> <p>Progression of awards, relevance to mission, quality, as well as quantity, across the career is assessed:</p> <ul style="list-style-type: none"> ○ PHS Individual and Unit Honor Awards (e.g., PHS Citation Medal, Outstanding Service Medal, Unit Commendation) ○ Other Awards & Recognition ○ PHS Service Awards (e.g., Isolated Hardship Service Award, Special Assignment Service Award) 	<p>There should be a record of awards across the career. Officers should strive for increasing impacts at the local level, including team or unit participation, which may result in individual or unit awards (e.g., a PHS Citation Medal or Unit Commendation).</p> <p>Division, Institute, and Agency (including non-HHS agencies), and professional organization awards, and recognition such as letters of commendation.</p> <p>Service should clearly reflect the impact(s) that evolve from responsibility and performance of the officer.</p>	<p>There should be a record of awards across the career. Officers should strive for increasing impacts at the local level, including team or unit participation, which may result in individual or unit awards (e.g., an Achievement Medal or Unit Commendation).</p> <p>Division, Institute, and Agency (including non-HHS agencies), and professional organization awards, and recognition such as letters of commendation.</p> <p>Service should clearly reflect the impact(s) that evolve from responsibility and performance of the officer.</p>	<p>There should be a record of awards across the career. Officers should strive for increasing impacts at the regional level, which may result in progressively higher individual awards or unit recognition (e.g., a Commendation Medal or Unit Commendation).</p> <p>Division, Institute, and Agency (including non-HHS agencies), and professional organization awards, and recognition such as letters of commendation.</p> <p>Service should clearly reflect the impact(s) that evolve from responsibility and performance of the officer.</p>	<p>There should be a record of awards across the career. Officers should strive for increasing impacts at the regional, national or international level, which may result in progressively higher individual awards or unit recognition (e.g., an Outstanding Service Medal or Outstanding Unit Citation).</p> <p>Division, Institute, and Agency (including non-HHS agencies), and professional organization awards, and recognition such as letters of commendation.</p> <p>Service should clearly reflect the impact(s) that evolve from responsibility and performance of the officer.</p>
<p>• Reviewing Official's Assessment for Promotion Readiness</p> <p>Based on information contained in the Reviewing Official's Statement (separate from the Officer's Statement), the Officer will be rated on promotion readiness as it relates to:</p> <ul style="list-style-type: none"> ○ Current Leadership Role in Command/ Agency 	<p>Exhibits Basic Leadership</p> <p>Recognizing junior officers with the potential and inspiration to influence.</p> <p>For example: <i>As assessed in the ROS, candidate excels:</i></p> <p>a) In attributes that serve to support the leadership in a group, team, committee, or branch work and with the potential for team</p>	<p>Exhibits Leadership Qualities</p> <p>Recognizing junior officers who demonstrate qualities to inspire and influence.</p> <p>For example: <i>As assessed in the ROS, candidate excels:</i></p> <p>a) In attributes that serve as the leadership in a group, team, committee, or branch work and with demonstrated team</p>	<p>Demonstrates Leadership Skills</p> <p>Recognizing exceptional personal leadership skill and significant potential or competence as a leader or manager.</p> <p>For example: <i>As assessed in the ROS, candidate excels:</i></p> <p>a) In the contributions to and support of a management, supervisory, technical or clinical expert and/or</p>	<p>Accomplished Senior Leadership Role</p> <p>Recognizing leaders who have moved into key leadership roles and have a proven record of influence and achievement in the agency (e.g., Subject Matter Expert, Program Chief/Director or equivalent).</p> <p>For example: <i>As assessed in ROS, candidate excels:</i></p> <p>a) In an executive, senior management, expert, and/or special advisory/consultant position.</p>

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
<p>○ Progression of Leadership Potential</p>	<p>leadership or management role.</p> <p align="center">and/or</p> <p>b) As a member of a task force or similar group at, or above, the local or regional Branch or Division level.</p> <p>Additional attributes may include:</p> <p>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).</p>	<p>leadership or management role.</p> <p align="center">and/or</p> <p>b) As a member of a task force or similar group at, or above, the local or regional Branch or Division level.</p> <p>Additional attributes may include:</p> <p>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).</p> <p>Engages in collateral activities that contribute to the Agency/PHS mission.</p>	<p>program leadership role.</p> <p align="center">and/or</p> <p>b) As a member or leader of a task force or similar group at, or above, the local or regional Agency level.</p> <p>Additional attributes may include:</p> <p>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).</p> <p>Engages in collateral activities that contribute to the Agency/PHS mission.</p>	<p align="center">and/or</p> <p>b) As a leader of a task force or a similar group at either the regional, national or international Agency level.</p> <p>Additional attributes may include:</p> <p>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).</p> <p>Evidence that career duties and collateral activities contribute to visibility and impact of the Agency/PHS Commissioned Corps mission.</p>
<p>○ Contribution to the Agency Missions</p>				

* 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 P-02	Benchmarks T-04/P-03	Benchmarks T-05/P-04	Benchmarks T-06/P-05/P-06
• Degrees	.	Begin Masters	Masters studies ongoing	Master's Degree or Doctorate obtained
• Certification and Credentialing, documented in CV, in the narratives for officer and/or rating official	Officers maintain professional credentials, if applicable, or required professional training in accordance with category or professional degree requirements. Certification or credentialing appropriate to current job specialty (clinical or non-clinical) {e.g. ACLS, PALS, TNCC, Project Officer Basic or Advanced Courses, regulatory science, etc.}	Certification or credentialing appropriate to current job specialty (clinical or non-clinical), e.g. ACLS, PALS, TNCC Project Officer Basic or Advanced courses, regulatory science, etc.	Advanced Certification credentials (ANCC or other professional certifications—e.g., clinical, public health, administrative, epidemiology, regulatory, etc.) by a professional organization or an accredited institution of learning. Certificate appropriate to current job specialty.	Advanced Certification credentials (ANCC or other professional certifications—e.g., clinical, public health, administrative, epidemiology, regulatory, etc.) by a professional organization or an accredited institution of learning. Certificate appropriate to current job specialty.
• Continuing Education (CE) Hours documented in CV) (i.e., 0.1 CEU= 1 CE hour)	≥ 20 hours/per calendar year	≥ 20 hours/per calendar year	≥ 20 hours/per calendar year	≥ 20 hours/calendar year
• Public Health Training Experience (includes leadership training)	No required training or experience at this level other than interest and an increased knowledge and awareness of Corps mission and the agencies in which the Corps serves.	Evidence of training or experience in public health, leadership, and emergency preparedness related to agency mission (e.g. public health nursing, public health policy) or provide experience in a public health setting.	Evidence of training or experience in public health, leadership and emergency preparedness and related to agency mission. Work experience or committee service on a public health initiative.	Evidence of additional training or experience in public health, leadership and emergency preparedness and related to agency mission. Leadership role in public health activities or leadership role in a public health initiative.

3. Career Progression & Potential

Factor	Benchmarks P-02	Benchmarks T-04/P-03	Benchmarks T-05/P-04	Benchmarks T-06/P-05/P-06
• Pillar Assignment	Officer encumbers a position that meets one of the five pillars.			
• Billet	At or above grade promoting to	At or above grade promoting to	At or above grade promoting to	At or above grade promoting to
• Assignments	Demonstrates developing professional and clinical skill set for future career progression.	Demonstrates increasing independence, initiative, responsibility, and emerging leadership potential	Demonstrates an increasing independence, initiative, responsibility and leadership (supervisor, clinical or project team leader, and/or project/program manager)	Demonstrates full level of independence, initiative, an expertise in area with responsibility and leadership (supervisory management/ supervisory responsibility/ clinical or project program management) yielding a regional/national/ or international impact.
• Mobility – Geographic and/or Programmatic (consideration <u>over nursing career</u> including military or civilian service)	No Minimal Level	1 or more geographic/OPDIV moves Permanent residence change pursuant to orders -OR- 1 or more programmatic moves Intra/Inter agency/OPDIV or Program Reflect increasing independence, responsibility, and leadership Mobility may be demonstrated in prolonged (6 months or greater) deployments and details	2 or more geographic/OPDIV moves Permanent residence change pursuant to orders -OR- 2 or more programmatic moves Intra/Inter agency/OPDIV or program Reflect increasing independence, responsibility, and leadership Mobility may be demonstrated in prolonged (6 months or greater) deployments and details	3 or more geographic/OPDIV moves Permanent residence change pursuant to orders -OR- 3 or more programmatic moves Intra/Inter agency/OPDIV or program Reflect increasing independence, responsibility, and leadership Mobility may be demonstrated in prolonged (6 months or greater) deployments and details

<p>• Collateral Duties</p>	<p>Documented participation in identifying process improvement suggestions in the immediate work environment.</p>	<p>Documented participation in 1 agency collateral duty/activity not included in billet description (over a career).</p> <p>Evidence of Involvement is local and as a team member.</p>	<p>Documented participation in 2 Agency collateral duties/activities not included in billet description (over a career).</p> <p>Evidence of Involvement is regional or national level and officer serves in leadership role.</p>	<p>Documented Participation in 3 Agency collateral duties/activities not included in billet description with increased responsibility and/or leadership role (over a career).</p> <p>Evidence of involvement at the regional, national or international level and officer serves in leadership role. Officer has initiated the activity.</p>
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4. Professional Contributions & Services to the PHS Commissioned Corps (Officership)

Factor	Benchmarks P-02*	Benchmarks T-04/P-03*	Benchmarks T-05/P-04	Benchmarks T-06/P-05/P-06
<p>• Honor/ Integrity/Duty</p> <p>As a USPHS Officer</p> <ul style="list-style-type: none"> ○ 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. 	<p>Displaying honor and integrity as an officer.</p> <p>Completes mandatory CC training</p> <p>Officer participates in personal and professional duties to meet obligations.</p> <p>No disciplinary or adverse actions; officer in good standing</p>	<p>Displaying honor and integrity as an officer.</p> <p>Completes mandatory CC training</p> <p>Officer participates in personal and professional duties to meet obligations.</p> <p>No disciplinary or adverse actions; officer in good standing</p>	<p>Displaying honor and integrity as an officer.</p> <p>Completes mandatory CC training</p> <p>Officer participates in personal and professional duties to meet obligations.</p> <p>No disciplinary or adverse actions; officer in good standing</p> <p>Officer seen as a “role model” by peers and subordinates.</p>	<p>Displaying honor and integrity as an officer.</p> <p>Completes mandatory CC training</p> <p>Officer participates in personal and professional duties to meet obligations.</p> <p>No disciplinary or adverse actions; officer in good standing</p> <p>Officer seen as a “role model” by peers, subordinates, agency leadership, and category.</p>
<p>Officer CC Contributions</p> <p>Significant contributions are based on information contained in the Officer’s Statement, CV, and documented in letters of appreciation. Examples may include:</p> <ul style="list-style-type: none"> ○ Membership/ Leadership/ Involvement in PAC and Advisory Groups (e.g., Junior Officers Advisory Group, Minority Officers Liaison Council) 	<p>Volunteer</p> <p>Evidence that CC and collateral activities impact and contribute to the PHS mission at the local level.</p>	<p>Appointed member or volunteer.</p> <p>Evidence that CC and collateral activities impact and contribute to the PHS mission at the local level.</p>	<p>Appointed member or volunteer who leads subcommittee or demonstrates substantive role.</p> <p>Evidence that CC and collateral activities impact and contribute to the PHS mission at the regional level.</p>	<p>Appointed member or volunteer who serves as Chair or Vice-Chair, or leads subcommittees, or demonstrates substantive role.</p> <p>Evidence that CC and collateral activities impact and contribute to the PHS mission at the regional, national or international level.</p>

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 style="list-style-type: none"> o Mentoring 	<p>Participates as a protégé in regular one-on-one or group mentoring activities</p>	<p>Participates as a protégé in regular one-on-one or group mentoring activities.</p>	<p>Participates as a primary or supportive mentor in regular one-on-one or group mentoring activities Seeks mentors within peers or higher level</p> <p>Completes a formal mentor assignment verified via letter from PAC, Advisory Group, Agency leadership, etc.</p> <p>Recruits other mentors to support professional development of peers.</p>	<p>Participates as a primary mentor in regular one-on-one or group mentoring activities. Seeks mentors within peers or higher level.</p> <p>Completes a formal mentor assignment verified via letter from PAC, Advisory Group, Agency leadership, etc.</p> <p>Recruit, train, support and manage other mentors for the professional development of other officers.</p>
<p>Professional Contributions Commitment to professional development and officer visibility.</p> <ul style="list-style-type: none"> o Membership/ Involvement in Professional Nursing (e.g. State Nursing Associations, ANA/ANCC/AANP, etc.), Uniformed Service (e.g. COA, AMSUS, MOAA, etc.), and Specialty Organizations (e.g. APHA, etc.) 	<p>Active member at the local level</p>	<p>Active member at the local, regional, levels</p>	<p>Active member at the regional, or national, or levels.</p> <p>Serves as contributing member to the organization through a committee or subcommittee.</p>	<p>Active member at the national or international levels.</p> <p>Serves in a leadership role in the organization such as subcommittee Chair or Chair of the organization.</p>
<p>Presentation, Recruitment and/or Outreach</p>	<p>Participation at community and regional meetings or activities of professional organizations</p>	<p>Presentations and/or outreach at community and regional meetings or activities of professional organizations</p>	<p>Presentations and/or outreach regional meetings or activities of professional organizations</p> <p>Evidence of greater visibility in promoting the Corps to broader audiences.</p>	<p>Presentations and/or outreach regional, national or international meetings or activities of professional organizations</p> <p>Sought out by meeting planners for presentations with evidence of greater impact in support of Corps/Agency missions.</p>

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5.Readiness				
Factor	Benchmarks P-O2	Benchmarks T-O4/P-O3	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
NA	Officer meets and maintains Basic Readiness Standards.	Officer meets and maintains Basic Readiness Standards.	Officer meets and maintains Basic Readiness Standards.	Officer meets and maintains Basic Readiness Standards.

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