

**COMMISSIONED OFFICERS' EFFECTIVENESS
REPORT (COER)**

Commissioned Corps Headquarters

**Civilian/Non-PHS
Training**

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What is the COER?

The Commissioned Officers' Effectiveness Report (COER) is the standardized evaluation form used for documenting the performance of a United States Public Health Service (USPHS) Commissioned Corps officer's assignments, duties, and proficiencies. The information provided in this report reflects evaluation of the officer's performance only during the current rating period. The Annual COER is a web-based instrument and is required for all officers except those exempt according to COER policy ([CCI 351.01](#)).

Roles and Responsibilities

<i>Role</i>	<i>Supervisory Relationship</i>	<i>Employment Status</i>	<i>General Responsibilities</i> (see CCI 351.01 and POM 821.73 for full list)
<i>Officer</i>	Officer	Commissioned Corps	• Initiating the COER and entering their duties, goals, and accomplishments • Submitting the COER to the Rater by the deadline and overall completion of the COER • Concurring or disagreeing with ratings and comments provided by the Rater • Confirming the completed COER is visible within the eOPF and PIR
<i>Rater</i>	Officer's Supervisor	Commissioned Corps or Civilian	• Reviewing information submitted by the officer • Evaluating officer's performance for the period covered by the report • Submitting the COER to the Reviewing Official by the deadline
<i>Reviewing Official</i>	Rater's Supervisor	Commissioned Corps or Civilian	• Providing the Reviewing Official's Statement (see page 6 for further information) • Reviewing information submitted by the officer/rater and providing concurrence • Submitting the COER to the liaison by the deadline
<i>Agency Liaison</i>	May not be in supervisory chain	Commissioned Corps or Civilian	• Verifying the completeness of COER submissions in their agency • Monitoring the status of COERs • Approving COERs by the deadline

COER Workflow and Deadlines



COMPLETED BY	DEADLINE*
Officer	31 October
Rater	30 November
Reviewing Official	31 December
Liaison	15 January

Officer	31 October
Rater	30 November
Reviewing Official	31 December
Liaison	15 January

*All COERs (including end of year COERs) may be initiated one month early.

Those retiring are not required to complete a COER for the evaluation year of their effective retirement date. They still may complete a COER if they choose or may be required by their Rater to complete a COER.

Retiring officer's final COER date should be the day before their terminal leave begins.

COER Types

There are two types of COERs: Annual and Interim. The COER system will determine if a COER is an Annual or an Interim based on the evaluation time covered by the COER. If the COER covers at least six months of the evaluation year (1 October – 30 September), it is an Annual COER. If the evaluation time is less than six months, it is an Interim COER.

1. Annual COER - The Annual COER is mandatory and covers a period of at least 6 months during the evaluation year. It is a web-based process accessed from CCMIS. After each evaluation year, an electronic notice is provided to all PHS officers with instructions to complete the online COER application, "Commissioned Officers' Effectiveness Report." The Rater has the right to initiate an Annual COER if the officer fails to do so in a timely manner or is otherwise unable to do so (e.g., officer transfers to another agency), and should contact the agency Liaison if this is the case. Officers can have only one annual COER per evaluation year. In the event an officer does not have a period of evaluation equal to or greater than six months by one rater, the COER that covers the longest period of time during the evaluation year becomes the annual COER. If no single COER is the longest, the most recent of the equal length COERs will become the annual COER. Overall performance (satisfactory, marginal, or unsatisfactory) is calculated by the COER application from scores provided by the rater.

2. Interim COER - An Interim COER is optional and covers a period of less than 6 months during the evaluation year. It is initiated by the officer or the rater to document performance not covered by the annual COER during the evaluation year. If the rater initiates or requires an

officer to initiate an interim COER, it is no longer optional for the officer to complete; it is mandatory and failure to complete will incur the same repercussions of failing to complete an annual COER. Interim COERs may be initiated for the purposes of special pays, promotion, or filling in gaps in the evaluation period caused by a change in the officer's rater (such as for transfers, separations, and retirements). Additionally, Raters may initiate an interim COER to document performance for the purposes of remedial or disciplinary action without consent of the officer. Overall performance (satisfactory, marginal, or unsatisfactory) is chosen by the rater in Section 3 of the COER.

Rater's Evaluation

An officer's direct supervisor will serve as the Rater. He or she will evaluate an officer on the following eight performance elements: Leadership | Initiative and Growth | Communication Skills | Interpersonal Skills | Planning and Organization | Professional Competencies | Analysis, Judgement and Decision-Making | Overall Effectiveness.

The Rater will provide a score from 1 to 7 for each of the eight performance elements; 1 is the worst score, and 7 is the best score. In the event an officer's annual COER is less than 6 months, the Rater has the choice to perform a "Narrative" COER, which is a free-text assessment, rather than a detailed and scored review. Narrative COERs can be done if the COER is Annual or Interim, but only if the COER covers less than 6 months. The eight performance elements scores are averaged together to generate the overall performance of the COER (except in the case of a Narrative COER, where the Rater will manually select an overall performance score). Below are the possible options for overall performance:

- <2.0 Unsatisfactory
- ≥2.0 to <4.0 Marginal
- ≥4.0 Satisfactory

Along with a score, the Rater is required to provide comments or examples justifying his or her reasoning behind each rating. **Raters are strongly encouraged to include as much detail as possible into the comments or examples.** Promotion boards carefully read comments and examples for each attribute, and all 7s do not guarantee promotion. Board members may not give as much weight to a 7 if the associated comment or example does not adequately justify the score.

Poor Comment/Example for “Leadership”	Strong Comment/Example for “Leadership”
“CDR Smith is a great leader!”	“CDR Smith leads a team of 10 employees with the utmost integrity, effective communication, and methodical decision-making. His team was successful in completing project ABC. Additionally, Project XYZ was completed well ahead of deadlines. CDR Smith leads by example to ensure mission success, often working long hours. His strong work ethic is apparent in all that he does”

Performance Elements

1. Leadership – Demonstrates and communicates vision and sense of purpose; nurtures an environment conducive to accomplishing the organization’s mission
2. Initiative and Growth – Recognizes and acts on programmatic and personal developmental needs, resulting in advancement of programmatic goals and growth in professional skills
3. Communication Skills – Conveys clear and succinct written and verbal messages that are appropriate to the audience. Listens to and understands information from others
4. Interpersonal Skills – Facilitates relationships in a manner that motivates others to maximize their abilities, skills, and knowledge to affect the desired outcomes
5. Planning and Organization – Balances workload to ensure timely completion of projects, accommodating multiple and changing priorities
6. Professional Competencies – Demonstrates knowledge, skills, and abilities to function successfully in the position
7. Analysis, Judgment and Decision-Making – Identifies and considers information in order to reach sound conclusions and take appropriate actions
8. Overall Effectiveness – Synthesis of Officer’s performance, and impact on program in current position

Reviewing Official’s Statement (ROS)

The ROS is a part of the Reviewing Official section of the COER that allows the agency to provide input to the Promotion Board regarding an officer's promotion readiness. It is completed by the Reviewing Official who completes the officer’s annual COER (the second line supervisor or the Rater’s supervisor). It should address the period in the position or program, or longer if the Reviewing Official has knowledge of an officer’s prior performance and contributions.

The ROS is required if an officer is up for promotion and optional if an officer is not up for promotion.

The following factors are addressed in the ROS:

- Promotion Readiness: Do you recommend the officer for promotion to the next higher rank?
- Leadership: How does the officer take on a leadership role in the OPDIV/STAFFDIV/organization?
- Mission: How does the officer contribute to the mission of the OPDIV/STAFFDIV/organization?

An officer may elect to send a draft of accomplishments including PHS activities (as it relates to the mission of their agency) to his or her Reviewing Official to assist in writing the ROS. It is ultimately at the discretion of the Reviewing Official to decide the content of the ROS. *Note: If a Reviewing Official is recommending an officer for promotion, it is never appropriate for the ROS to only be a few sentences long.

Importance of the COER and ROS

Promotions:

The COER and ROS are both significant factors in an officer's promotion packet. Promotion boards assess officers based on the below four precepts with associated weights outlined in POM 821.87 "Promotion Precepts and Criteria":

Precept	O-2/O-3	O-4	O-5	O-6
Performance and mission contribution	35%	35%	30%	30%
Clinical and/or Professional Skills	30%	30%	20%	20%
Scope and Breadth of Departmental Professional and Leadership Experience	20%	20%	30%	30%
Scope and Breadth of USPHS Commissioned Corps Professional and Leadership Experience	15%	15%	20%	20%

The COER and ROS are the primary required records of your performance and progression that the promotion boards rely on to evaluate whether you meet career progression for the next rank.

Awards:

Officers are required to have a satisfactory COER on file for each year covered by the award for which they are nominated. In addition, the most recent COER must be on file and have a satisfactory rating (even if the award is for something in the past). Failure of these requirements will result in denial of award conferral.

Special Pay:

To receive special pay, an officer's most recent annual COER must be on file with an overall performance of satisfactory. This does not apply to officers exempt from completing an annual COER according to CCI 351.01.

Assignments:

Positions within the USPHS Commissioned Corps generally require an officer to submit his or her last three COERs. Additionally, opportunities outside of an officer's position may require submission of COERs (e.g., leadership within a Professional Advisory Committee, Chief Professional Officer Candidateship, Commissioned Corps collateral duties).

How does the COER differ from the PMAP?

	Performance Management Appraisal Program (PMAP)	Commissioned Officers' Effectiveness Report (COER)
Evaluation	Civilian Employees	PHS Officers
Performance Elements	6	8
Additional Sections	Critical Element Checklist	ROS
Scores	1 to 5	1 to 7
Midyear Review	Yes	No

Accessing the COER System as a Civilian/Non-PHS Rater

Once the officer completes his or her section of the COER, the Rater will receive an email from forms-donotreply@hhs.gov with the subject line "Officer COER - FORM requires attention". The below information will be within the body of the email.

Link to access COER system: <https://dcp.psc.gov/Forms/Account/Login> (the officer must submit the COER first)

FORM Details

Reference Number	12345678-123456789
Form Type	Officer COER
Status	In Process
Created By	John Doe
Created Date	1/1/2050 1:00:00 PM

FORM Activity

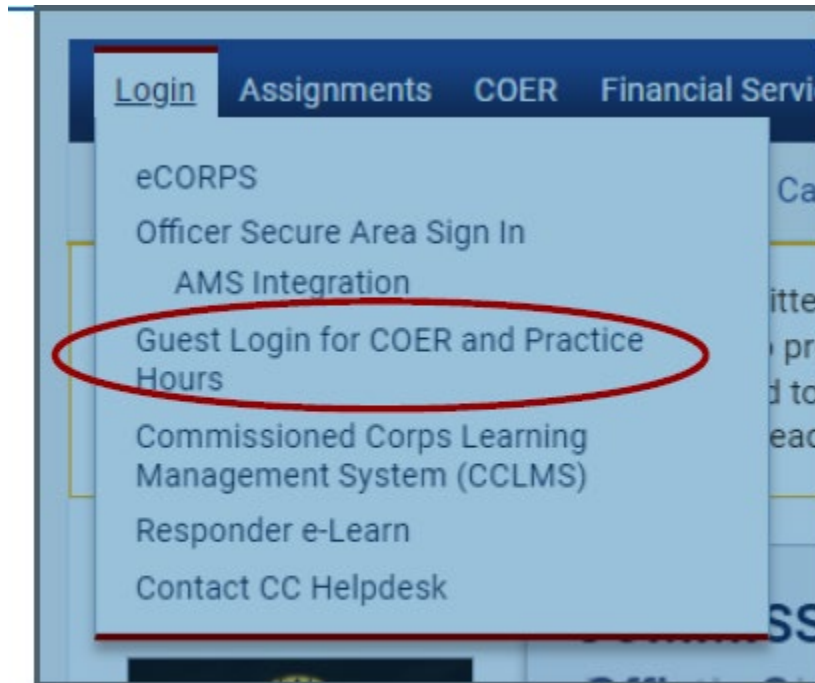
Stage	Status	Date
Rater	Assigned – Jane Smith	1/2/2050 5:22:00 PM
Officer	Submitted – John Doe	1/2/2050 5:22:00 PM
Officer	Created – John Doe	1/1/2050 1:00:00 PM

After clicking the link to access the COER system, the Rater will be taken to the login screen below (please note, Google Chrome is the best browser to access the COER system). If the Rater has not used the Forms system before, they will need to create a new account. Once an officer under your supervision submits a COER, you will receive an email with a link to create an account; click the link, follow the prompts, and click “Submit.”

The form is a light gray box with the following fields:

- User Name**: A single-line text input field.
- Email Address**: A single-line text input field.
- Password**: A single-line text input field.
- Confirm Password**: A single-line text input field.
- First Name**: A single-line text input field.
- Last Name**: A single-line text input field.
- Middle Name**: A single-line text input field.
- Submit**: A blue rectangular button with the word "Submit" in white text, circled in red.

Once your account is created, go to the COER System guest user login (<https://dcp.psc.gov/Forms/Account/Login>) This can also be accessed via the CCMIS home page

A user login form with a light gray background. At the top center is a blue circular icon with a white person silhouette. Below the icon are two text labels: 'User Name:' and 'Password:'. Each label is followed by a white rectangular input field. Below the input fields is a large blue button with the text 'Sign in' in white. At the bottom of the form, centered, is a link that says 'Forgot User Name / Password?' in blue text.

If the Rater did not receive an email, the officer should check the COER system to ensure the form was successfully submitted to the correct email address. The agency liaison should be contacted for further issues.

Once in the system, you should have a form assigned to you in your “Forms to Review” box:



Commissioned Corps of U.S. Public Health Service
Management Information System

Forms

Dashboard

Home / Dashboard

MY FORMS
Total 11

FORMS TO REVIEW
Total 1

Not Started	1	Officer COER	1
In Process	1	Officer REBON (COER)	0
Approved - Completed	0	PHS-7047 (Practice Hours)	0
Rejected - Closed	0	Respirator Medical Evaluation Questionnaire	0
		ROS (COER)	0

Click the icon in the column labeled “Edit Form”



Commissioned Corps of U.S. Public Health Service
Management Information System

Forms

Review Forms

User Forms / Review Forms

Reference Number:

Description:

Form Type:

Status:

Search

Reference Number	Form Owner	Form Type	Form Description	Stage	Status	Edit Form
20200902-121679572		Officer COER		Officer's Rater	In Process	

Go to page: 1 of 1 Row count: 10

Showing 1 of 1

Accessing the COER System as a Civilian/Non-PHS Reviewing Official

Once the Rater's evaluation is complete, the Reviewing Official will receive an email from forms-donotreply@hhs.gov with the subject line "Officer COER - FORM requires attention". Once this email is received, please follow the instructions beginning on page 8.

Frequently Asked Questions

- **Who do I contact if I'm experiencing technical issues?**
Please contact your agency liaison. If they are unable to resolve the issue, contact cchelpdesk@hhs.gov. For all other COER questions, contact phscoers@hhs.gov.
- **What do I do if I did not receive an email to complete the COER?**
The officer should ensure the COER was successfully submitted to the correct email address. Officers can check the status of the COER by accessing the COER system and clicking the activity button. If the COER was successfully submitted to the correct email address and you did not receive an email, please reach out to your agency liaison and cchelpdesk@hhs.gov.
- **My Rater's email address is not populating in the COER. How can I fix this?**
The officer must ensure the dates in "RDB – Self Service" match the dates in the COER. The email address will populate after dates are entered in the COER if they match the dates in "RDB – Self Service". Once the officer corrects their Supervisor Information tab, they should delete, then re-enter the dates on their COER. This prompts the system to refresh.

These dates must match the dates on your COER.

Your current supervisor's "To Date" must be blank

#	Supervisor SERNO	First Name	Last Name	Work Phone	Cell Phone	Email	Agency	From Date	To Date		
1.								09/20/2021		Edit	Delete
2.								03/22/2019	09/19/2021	Edit	Delete

For a more in-depth look at the COER, please see the [System User Guide](#).

For more information, please visit the COER [FAQs](#) or contact your [Agency Liaison](#).