

2014 ENGINEER CATEGORY PROMOTION BENCHMARKS

PY 2014 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:

1. Performance Rating and Reviewing Official's 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 OFRD 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 Mar OFRD 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. Promotion Board members evaluate both the values of the COER and the accompanying narrative.

Career development resources (e.g., Curriculum Vitae (CV) reviews, mentoring, internet training tools, career development seminars, fellow officers) 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.

PY 2014 FACTORS and BENCHMARKS FOR PROMOTION PRECEPTS

1. Performance Rating and Reviewing Official's Statement (Performance)

Factor	Benchmarks	Benchmarks	Benchmarks	Benchmarks
<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 of moderate complexity and impact. Skill development reflects potential for leadership and willingness/ability to assume increasing levels of responsibility.</p> <p>Completes assigned mandatory training and elective training to complement mandatory training.</p> <p>Supporting information that professional development contributes to the agency 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 mandatory training and elective training to complement mandatory training.</p> <p>Supporting information that professional development contributes to the agency 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 mandatory training and elective training to complement mandatory training.</p> <p>Supporting information that professional development contributes to the agency 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, as evidenced through 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 projects.</p> <p>Completes assigned mandatory training and elective training to complement mandatory training.</p> <p>Supporting information that professional development contributes to the agency 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	Benchmarks	Benchmarks	Benchmarks
<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>• 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>	<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 Achievement Medal or Unit Commendation).</p> <p>Division, Institute, and Agency (including non-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.</p> <p>Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.</p> <p>Exhibits Leadership Qualities</p> <p>Recognizing junior officers with the potential and inspiration to influence.</p> <p>For example: <i>As assessed in ROS, candidate excels:</i></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-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.</p> <p>Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.</p> <p>Exhibits Leadership Qualities</p> <p>Recognizing junior officers with the potential and inspiration to influence.</p> <p>For example: <i>As assessed in ROS, candidate excels:</i></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-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.</p> <p>Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.</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 ROS, candidate excels:</i></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-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.</p> <p>Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.</p> <p>Accomplished Leadership Role</p> <p>Recognizing officers who have moved into key leadership roles and who have a proven record of influence and achievement (e.g., Subject Matter Expert, Program Chief/Director or equivalent).</p> <p>For example: <i>As assessed in ROS, candidate excels:</i></p>

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
<ul style="list-style-type: none"> • 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.
<ul style="list-style-type: none"> • Certifications, Credentialing, Licensure 	<p>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).</p> <p>Other job-related certifications or licensure should be considered as value added.</p>	<p>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).</p> <p>Other job-related certifications or licensure should be considered as value added.</p>	<p>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).</p> <p>Other job-related certifications or licensure should be considered as value added.</p>	<p>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).</p> <p>Other job-related certifications or licensure should be considered as value added.</p>
<ul style="list-style-type: none"> • 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).			
<ul style="list-style-type: none"> • 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 mission of the Corps.	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.

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.
• Collateral Duties (Not Covered by Billet, such as participation in Agency mission-related duties not in billet description)	≥ 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
<ul style="list-style-type: none"> • Honor/ Integrity/Duty As a USPHS Officer ○ 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 training assigned by the branch, division, agency or at the PHS level.</p> <p>Officer participates in personal and professional duties to meet obligations.</p> <p>No outstanding disciplinary or behavioral issues or adverse actions.</p>	<p>Displaying honor and integrity as an officer.</p> <p>Completes mandatory training assigned by the branch, division, agency or at the PHS level.</p> <p>Officer participates in personal and professional duties to meet obligations.</p> <p>No outstanding disciplinary or behavioral issues or adverse actions.</p>	<p>Displaying honor and integrity as an officer.</p> <p>Completes mandatory training assigned by the branch, division, agency or at the PHS level.</p> <p>Officer participates in personal and professional duties to meet obligations.</p> <p>No outstanding disciplinary or behavioral issues or adverse actions.</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 training assigned by the branch, division, agency or at the PHS level.</p> <p>Officer participates in personal and professional duties to meet obligations.</p> <p>No outstanding disciplinary or behavioral issues or adverse actions.</p> <p>Officer seen as a "role model" by peers, subordinates, and agency leadership.</p>
<ul style="list-style-type: none"> • Officer Contribution • Significant contributions are based on information contained in the Officer's Statement, CV and documented in letters of appreciation: • Membership/ Leadership/ Involvement in PAC and Advisory Groups (e.g., Junior Officers Advisory Group, Minority Officers Liaison Council) 	<p>Appointed member or volunteer.</p> <p>Contribution should be documented in the CV and through letters of appreciation, awards, etc.</p> <p>Evidence that career duties and collateral activities impact and contribute to the PHS mission at the local level.</p>	<p>Appointed member or volunteer.</p> <p>Contribution should be documented in the CV and through letters of appreciation, awards, etc.</p> <p>Evidence that career duties 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>Contribution should be documented in the CV and through letters of appreciation, awards, etc.</p> <p>Evidence that career duties 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>Contribution should be documented in the CV and through letters of appreciation, awards, etc.</p> <p>Evidence that career duties and collateral activities impact and contribute to the PHS mission at the regional, national or international level.</p>
<ul style="list-style-type: none"> • Officer Contribution (continued) • Recruitment Activities 		<p>Recruitment activity contribution should be documented in the CV or through letters of appreciation, awards, etc.</p> <p>Recruitment activity</p>	<p>Recruitment activity contribution should be documented in the CV or through letters of appreciation, awards, etc.</p> <p>Recruitment activity</p>	<p>Recruitment activity contribution should be documented in the CV or through letters of appreciation, awards, etc.</p> <p>Recruitment activity</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"> ○ Commitment to Visibility Presentations and outreach include acknowledgement of the Corps 	Uniform wear at local and regional meetings or activities of professional organizations resulting in positive impressions of the Corps.	Presentations and/or outreach include acknowledgement of the Commissioned Corps; uniform wear at local and regional meetings or activities of professional organizations resulting in positive impressions of the Corps.	Presentations and/or outreach include acknowledgement of the Commissioned Corps; uniform wear at local and regional meetings or activities of professional organizations (i.e.) resulting in positive impressions of the Corps. Evidence of greater visibility in promoting the Corps to broader audiences.	Presentations and/or outreach include acknowledgement of the Commissioned Corps; uniform wear at local and regional meetings or activities of professional organizations (i.e.) resulting in positive impressions of the Corps. Sought out by meeting planners for presentations with evidence of greater impact in support of Corps missions.

* - All Temporary O2 and O3 promotions for all categories and Temporary O4 promotions for the Medical Category are determined by an administrative file review as outlined in 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 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.			

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