## 2013 THERAPIST CATEGORY PROMOTION BENCHMARKS

## PY 2013 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:

<ol> <li>Performance Rating and Reviewing Official's Statement (Performance)</li> </ol>	40%
2. Education, training, and professional development	20%
3. Career progression and potential	25%
<ol> <li>Professional contributions and services to the PHS Commissioned Corps (Officership)</li> </ol>	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, Office of Commissioned Corps Operations (OCCO), 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. Perf	1. Performance Rating and Reviewing Official's Statement (Performance)				
Factor	Benchmarks	Benchmarks	Benchmarks	Benchmarks	
	P-O2*	T-O4/P-O3*	T-O5/P-O4	T-O6/P-O5/P-O6	
Commissioned	The primary focus in	The primary focus in	The primary focus in	The primary focus in	
Officers'	reviewing the COER	reviewing the COER	reviewing the COER	reviewing the COER	
Effectiveness	should be on the	should be on the	should be on the	should be on the	
Report (COER)	accompanying	accompanying	accompanying	accompanying	
Based on information	narrative rather than	narrative rather than	narrative rather than	narrative rather than	
contained in the	on the indicated	on the indicated	on the indicated	on the indicated	
Officer's Statement,	value.	value.	value.	value.	
separate from the Reviewing Official's Statement, the officer will be rated on promotion readiness as it relates to:	Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.	Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.	Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.	Secondary assessment will include a review of the COER score, in the context of the officer's performance trends.	
<ul> <li>Progression of responsibility</li> <li>Achievement and contributions to the agency mission</li> <li>Personal accountability for developing skills and leadership effectiveness</li> </ul>	Guidance provided as needed/requested to complete assignments of moderate complexity and impact. Skill development reflects potential for leadership and willingness/ability to assume increasing levels of responsibility.	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.	Evidence of independent performance of complex tasks requiring developed proficiency and higher responsibility with positive impact on the program. Demonstrated leadership of program teams or projects.	Independent initiative, 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 project.	
	Completes assigned	Completes assigned	Completes assigned	Completes assigned	
	mandatory training	mandatory training	mandatory training	mandatory training	
	and elective training	and elective training	and elective training	and elective training	
	to complement	to complement	to complement	to complement	
	mandatory training.	mandatory training.	mandatory training.	mandatory training.	
	Supporting	Supporting	Supporting	Supporting	
	information that	information that	information that	information that	
	professional	professional	professional	professional	
	development	development	development	development	
	contributes to the	contributes to the	contributes to the	contributes to the	
	agency missions.	agency missions.	agency missions.	agency missions.	
	The officer demonstrates they efficiently and effectively work at their current grade.	The officer demonstrates they efficiently and effectively work at their current grade or higher.	The officer demonstrates they efficiently and effectively work at their current grade or higher.	The officer demonstrates they efficiently and effectively work at their current grade and should occupy an O-6 billet.	

1. Performance Rating and Reviewing Official's Statement (Performance)				
Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
<ul> <li>Award History**</li> <li>Progression of awards, relevance to mission, quality, as well as quantity, across the career is assessed:</li> <li>PHS Individual and Unit Honor Awards (e.g., Achievement Medal, Outstanding Service Medal, Unit Commendation)</li> </ul>	<b>P-O2*</b> 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).	<b>T-O4/P-O3*</b> 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).	<b>T-O5/P-O4</b> 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 (e.g., a Commendation Medal). Sustained performance that leads to recognition at the individual or unit award level.	<b>T-O6/P-O5/P-O6</b> 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). Sustained performance that leads to recognition at the individual or
<ul> <li>Other Awards &amp; Recognition</li> </ul>	Division, Institute, and Agency (including non-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.	Division, Institute, and Agency (including non-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.	Division, Institute, and Agency (including non-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.	at the individual of unit award level. Division, Institute, and Agency (including non-DHHS agencies), and professional organization awards, and recognition such as letters of commendation.
<ul> <li>PHS Service Awards (e.g., Isolated Hardship Service Award, Special Assignment Service Award)</li> </ul>	Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.	Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.	Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.	Service should clearly reflect the impact(s) that evolve from the responsibility and performance of the officer.
Reviewing Official's Assessment for Promotion Readiness	Exhibits Leadership Qualities Recognizing junior officers with the	Exhibits Leadership Qualities Recognizing junior officers with the	Demonstrates Leadership Skills Recognizing	Accomplished Leadership Role Recognizing leaders who have moved into
Readiness Based on information contained in the Reviewing Official's Statement (separate from the Officer's Statement), the Officer will be rated on promotion	officers with the potential and inspiration to influence.	officers with the potential and inspiration to influence.	exceptional personal leadership skill and significant potential or competence as a leader or manager.	who have moved into key leadership roles and have a proven record of influence and achievement (e.g., Subject Matter Expert, Program Chief/Director or equivalent).
readiness as it	For example: As	For example: As	For example: As	For example: As

Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
relates to:	assessed in ROS, candidate excels:	assessed in ROS, candidate excels:	assessed in ROS, candidate excels:	assessed in ROS, candidate excels:
<ul> <li>Current Leadership Role in Command/ Agency</li> <li>Progression of Leadership Potential</li> </ul>	a) In attributes that serve the leadership in a group, team, committee, or branch work and with the potential for team leadership or management role.	a) In attributes that serve the leadership in a group, team, committee, or branch work and with the potential for team leadership or management role.	a) In the contributions to and support of a management, supervisory, technical or clinical expert and/or program leadership role.	a) In an executive, senior management, expert, and/or specia advisory/consultant position.
	and/or	and/or	and/or	and/or
	b) As a member of a task force or similar group at, or above, the local or regional Branch or Division level.	b) As a member of a task force or similar group at, or above, the local or regional Branch or Division level.	b) As a member or leader of a task force or similar group at, or above, the local or regional Agency level.	b) As a leader of a task force or a simila group at either the regional, national or international Agency level.
	Additional attributes include:	Additional attributes include:	Additional attributes include:	Additional attributes include:
<ul> <li>○ Contribution to the Agency Missions</li> </ul>	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).	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).	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).	Primary or secondar 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).
			Engages in collateral activities that contribute to the Agency/PHS mission.	Evidence that career duties and collateral activities contribute t visibility and impact of the PHS Commissioned Corp mission.
determined by an adm	nd O3 promotions for all inistrative file review as c for T-O4/P-O2 & O3 for	outlined in CC23.4.2, 6-2	. Officers are encourage	

the Honor and Service Awards.

	2. Education, Training & Professional Development			
Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
• Degrees	A qualifying degree in professional discipline.	A qualifying degree in professional discipline.	A qualifying degree in professional discipline, and working toward a relevant advanced degree that enhances the PHS and/or Agency mission.	A qualifying degree in professional discipline, and has attained an advanced degree that enhances the PHS and/or Agency mission.
<ul> <li>Residencies/ Certification/ Credentialing</li> <li>Board Certifications</li> </ul>	No measure.	Working toward advanced board certifications within or outside professional discipline which enhances the mission of the PHS and/or Agency.	Working toward advanced board certifications within or outside professional discipline which enhances the mission of the PHS and/or Agency.	Has 1 or more advanced board certifications within or outside professional discipline which enhances the mission of the PHS and/or Agency.
<ul> <li>Other Certifications/ Credentials</li> </ul>		/ .goey.		ngonoj.
<ul> <li>Continuing Education and Training</li> </ul>	Continuing education and training that enhances the PHS and/or Agency mission.	Continuing education and training that enhances the PHS and/or Agency mission.	Continuing education and training that enhances the PHS and/or Agency mission.	Continuing education and training that enhances the PHS and/or Agency mission.

	3. Career Progression & Potential			
Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
• Billet	<u>&gt;</u> 02	≥ O3 Progression of higher level of billets over career.	<ul> <li>&gt; O4</li> <li>Progression of higher</li> <li>level of billets over</li> <li>career.</li> </ul>	≥ O5 Progression of higher level of billets over career.
Assignments	Demonstrates responsibility, ability and independence.	Demonstrates progressively more responsibility, ability and independence as a team member/ contributor.	Demonstrates progressively more responsibility, ability and independence, including at least team leader level responsibility.	Demonstrates progressively more responsibility, ability and independence, including management/supervi sory responsibility.
<ul> <li>Mobility – Geographic and/or Programmatic</li> </ul>	1	≥2	≥3	≥ 4
Collateral Duties/Activities	Participation in additional duties/activities at the local/institutional level.	Participation in additional duties/activities at the local/institutional level.	Participation in additional duties/activities of increasing complexity, responsibility, and measurable impact at the local/institutional, state or regional level.	Participation in additional duties/activities of increasing complexity, responsibility, and measurable impact at the local/institutional, state/regional or national or international level.

4. Professional Contributions & Services to the PHS Commissioned Corps (Officership)				
Factor	Benchmarks P-O2*	Benchmarks T-O4/P-O3*	Benchmarks T-O5/P-O4	Benchmarks T-O6/P-O5/P-O6
• Honor/ Integrity/Duty	Displaying honor and integrity as an officer.	Displaying honor and integrity as an officer.	Displaying honor and integrity as an officer.	Displaying honor and integrity as an officer.
As a USPHS Officer • Honor and integrity are the consistent regard for the highest standards of	Completes mandatory training assigned by the branch, division, agency or at the PHS level.	Completes mandatory training assigned by the branch, division, agency or at the PHS level.	Completes mandatory training assigned by the branch, division, agency or at the PHS level.	Completes mandatory training assigned by the branch, division, agency or at the PHS level.
behaviors and the refusal to violate one's personal and professional codes.	Officer participates in personal and professional duties to meet obligations.	Officer participates in personal and professional duties to meet obligations.	Officer participates in personal and professional duties to meet obligations.	Officer participates in personal and professional duties to meet obligations.
<ul> <li>Duty is the free acceptance of a commitment to service.</li> </ul>	No outstanding disciplinary or behavioral issues or adverse actions documented in eOPF.	No outstanding disciplinary or behavioral issues or adverse actions documented in eOPF.	No outstanding disciplinary or behavioral issues or adverse actions documented in eOPF.	No outstanding disciplinary or behavioral issues or adverse actions documented in eOPF.
			Officer seen as a "role model" by peers.	Officer seen as a "role model" by agency leadership.
<ul> <li>Officer Contribution</li> <li>Signification of contribution is based on information contained in the Officer's Statement, CV, or documented in letters of appreciation:</li> </ul>	Appointed member or volunteer. Contribution should be documented in the CV and through letters of appreciation, awards, etc.	Appointed member or volunteer. Contribution should be documented in the CV and through letters of appreciation, awards, etc.	Appointed member or volunteer. Leads subcommittee or demonstrates substantive role. Contribution should be documented in the CV and through letters of appreciation, awards, etc.	Appointed member or volunteer who serves as Chair or Vice- Chair, or leads subcommittees, or demonstrates substantive role. Contribution should be documented in the CV and through letters of appreciation, awards,
Membership/ Leadership/ Involvement in PAC and Advisory Groups (e.g., Junior Officers Advisory Group, Minority Officers Liaison Council)	Evidence that career duties and collateral activities impact and contribute to the PHS mission at the local level.	Evidence that career duties and collateral activities impact and contribute to the PHS mission at the local level.	Evidence that career duties and collateral activities impact and contribute to the PHS mission at the regional level.	etc. Evidence that career duties and collateral activities impact and contribute to the PHS mission at the regional, national or international level.

Easter Benchmarks Benchmarks Benchmarks Benchr				Benchmarks
Factor	P-02*	T-O4/P-O3*	T-05/P-04	T-06/P-05/P-06
Officer		Recruitment activity	Recruitment activity	Recruitment activity
Contribution		contribution should	contribution should	contribution should
(continued)		be documented in the	be documented in the	be documented in th
()		CV or through letters	CV or through letters	CV or through letter
Recruitment		of appreciation,	of appreciation,	of appreciation,
Activities		awards, etc.	awards, etc.	awards, etc.
Mentoring		Participates in regular	Participates in regular	Participates in regu
		one-on-one	one-on-one	one-on-one
		mentoring or group	mentoring or group	mentoring or group
		mentoring either as a	mentoring as a	mentoring as a
		mentor or protégé, as	mentor as evidenced	mentor as evidence
		evidenced by	by documentation in	by documentation ir
		documentation in the	the CV.	the CV.
		CV.		
			Completes a formal	Completes a formal
			mentor assignment	mentor assignment
			verified via letter from	verified via letter fro
			PAC, Advisory	PAC, Advisory
			Group, Agency	Group, Agency
			leadership, etc.	leadership, etc.
			Recruits other	Recruit, train, suppo
			mentors to support	and manage other
			professional	mentors for the
			development of	professional
			peers.	development of oth
			P • • • •	officers.
Membership/		Active member at the	Active member at the	Active member at th
Involvement in		local, regional,	regional, national, or	regional, national, c
Professional,		national, or	international levels.	international levels.
Uniformed		international levels.	Contribution should	Contribution should
Service, and		Contribution should	be documented in the	be documented in t
Specialty		be documented in the	CV or through letters	CV or through letter
Organizations		CV or through letters	of appreciation,	of appreciation,
		of appreciation, awards, etc.	awards, etc.	awards, etc.
		awarus, etc.	Serves as	Serves in a
			contributing member	leadership role in th
			to the organization	organization such a
			through a committee	Chair of a
			or subcommittee.	subcommittee or
				Chair of the
				organization.
				e.gameatorn
				1

Factor	Benchmarks	Benchmarks	Benchmarks	Benchmarks
	P-O2*	T-O4/P-O3*	T-O5/P-O4	T-O6/P-O5/P-O6
<ul> <li>Commitment to Visibility Presentations and outreach include acknowledgement of the Corps</li> </ul>		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.	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. 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 resulting in positive impressions. 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	Benchmarks	Benchmarks	Benchmarks
	P-O2	T-O4/P-O3	T-O5/P-O4	T-O6/P-O5/P-O6
NA	Officer meets and	Officer meets and	Officer meets and	Officer meets and
	maintains OFRD	maintains OFRD	maintains OFRD	maintains OFRD
	Basic Readiness	Basic Readiness	Basic Readiness	Basic Readiness
	Standards.	Standards.	Standards.	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.