



CCI 351.01
EFFECTIVE DATE: 12 August 2020

By Order of the Assistant Secretary for Health:

ADM Brett P. Giroir, M.D.

SUBJECT: Commissioned Officers' Effectiveness Report (COER)

1. PURPOSE: This Instruction prescribes the policy for the evaluation of officers in the Commissioned Corps of the U.S. Public Health Service (Corps). The annual Commissioned Officers' Effectiveness Report (COER) is a major source of information concerning each officer's performance and work record. It enables the Corps to track and document an officer's assignments, duties, and proficiencies, as well as to evaluate officership and leadership.
2. APPLICABILITY: This Instruction applies to all members of the Regular Corps and the Ready Reserve Corps, except for individuals outlined in Subsection 6-3. This policy applies starting in evaluation year 1 October 2020 – 30 September 2021 and subsequent years.
3. AUTHORITY:
 - 3-1. 42 U.S.C. § 202, "Administration and Supervision of Service"
 - 3-2. 42 U.S.C. § 216, "Regulations"
 - 3-3. 68 FR 70507, "Office of Public Health and Science; Statements of Organizations, Functions, and Delegations of Authority"
4. PROPONENT: The proponent of this Instruction is the Assistant Secretary for Health (ASH). The Surgeon General (SG) is responsible for ensuring the day-to-day management of the Corps.
5. SUMMARY OF REVISIONS AND UPDATES: This is the second issuance of this Instruction within the electronic Commissioned Corps Issuance System (eCCIS) and replaces Commissioned Corps Personnel Manual (CCPM) CC25.1.1, "Commissioned Officers' Effectiveness Report," dated 9 November 2010. Substantive changes include:
 - 5-1. Applicability to Ready Reserve.
 - 5-2. Removal of Manual and Transfer COERs.
 - 5-3. Expansion of Section 6-8. on Annual and Interim COERs and the difference between them.
 - 5-4. Addition of a new Section 6-9. on the timeframe.
 - 5-5. Updates to wording to cover the shift from paper COERs and Officer Personnel File (OPF) to electronic versions.

6. POLICY: Corps officers are evaluated annually on their performance and effectiveness.
 - 6-1. The COER is the primary tool used to identify an officer's accomplishments and areas in need of development.
 - a. The COER serves as the evaluation instrument that becomes a part of the officer's electronic Official Personnel Folder (eOPF).
 - b. An officer's Operating Division (OPDIV), Staff Division (STAFFDIV), or non-Health and Human Services (HHS) organization may require an officer to develop a Performance Management Appraisal Program (PMAP) or performance contract for internal use. The Corps does not incorporate these non-COER evaluations in the eOPF nor use them for promotion.
 - 6-2. For the purposes of this Instruction, the definitions listed at the Commissioned Corps Issuance System (CCIS) [glossary](#) apply.
 - 6-3. The Corps requires annual COERs of all extended active duty officers with the following exceptions:
 - a. Officers called to active duty after 1 April of the Evaluation Year (from October 1st to September 30th)
 - b. Officers retiring prior to 1 April of the Evaluation Year
 - c. Full-time Medical students enrolled at the Uniformed Services University of the Health Sciences (USUHS);
 - d. The ASH;
 - e. The SG; and
 - f. Non-career and career political appointees.
 - 6-4. An officer detailed to non-HHS organizations will be evaluated as indicated in the Memorandum of Agreement with the non-HHS organization.
 - 6-5. Using the online COER system, an officer may submit a rebuttal to information entered on the COER, if he/she disagrees with the contents of the document. Liaisons have the option of signing and approving the rebuttal or rejecting it. If the liaison approves the rebuttal, the system will include it in the officer's eOPF. Otherwise, the liaison will send the rebuttal back to the officer for modifications. The rater and reviewing official may submit a response to the officer's rebuttal through the online COER system; their response also becomes part of the officer's eOPF.
 - 6-6. The Corps expects the rater to discuss the Annual COER with the officer in a formal manner at least once annually and more frequently if appropriate.
 - 6-7. The Corps will not consider for promotion an officer who does not have an annual COER for each of the previous five years.
 - 6-8. Two Types of COERs (See glossary for complete descriptions): Annual and interim are the two types of COERs.
 - a. The system will determine if a COER is annual or an interim based on the evaluation time covered by the COER. If the COER covers at least six months of evaluation time, it is an annual COER. If the evaluation time is less than six months, it is an

interim COER. Officers may have multiple or no interim COERs per evaluation year. The system will allow COER administrators to change an interim COER to an annual COER and vice versa in order to correct errors made by the officer.

- b. Officers can have only one annual COER per evaluation year (unless a provision in Section 6-3. applies to the officer). 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 COER will become the annual COER.
- c. Annual COER. The Annual COER is a Web-based process accessed from the Commissioned Corps Management Information System (CCMIS) at <https://dcp.psc.gov/ccmis/> and login to Officers Secure Area.
 - (1) After each evaluation year, Commissioned Corps Headquarters (CCHQ) provides an electronic notice to all Corps officers with instructions to complete and submit the online COER. Officers must fill out and submit their COER to their rater via the online COER system as determined by the most recent COER Personnel Operations Memorandum (POM).
 - (2) The online COER system contains Section 1 (Administrative Data) and Section 2 (Officer's Comments), which are required narratives to be completed by the officer and rater. Section 3 (Performance Evaluation) consists of the rater's evaluation, which includes scores on the officer as well as comments justifying the scores. Section 4 consists of the Reviewing Official's Statement (ROS).
 - (3) Annual COERs must contain Sections 1, 2, and 3. The Corps requires Section 4 from officers who are eligible for promotion and makes it optional for other officers. In the event an officer does not have an evaluation period of six months or longer by one rater during the evaluation year, section 3 is optional for the officer's annual COER.
- d. Interim COER. An Interim COER is optional, but recommended (especially if the rater changes due to transfers, separations, retirements, or other causes), and is initiated by the officer or the rater to document performance, for a period of less than six months during the evaluation year, not covered by the annual COER. However, the interim COER can overlap with the annual COER if done for the purposes of TDY or adverse actions.
 - (1) In addition, raters may initiate an Interim COER to document performance for the purposes of remedial or disciplinary action even without the consent of the officer. If a rater initiates a COER, the Corps requires the officer to complete his/her sections, even if the time period covered by the COER is less than six months. Failure to complete an interim COER that is designated as mandatory by a Rater will have the same consequences as failing to do an annual COER.
 - (2) Interim COERs require Sections 1 & 2 to be filled out. Section 3 of the COER is optional (scores and comments of scores). Section 4 is only required for annual COERs and is recommended for all officers, but only required for officers seeking promotion.

- 6-9. Timeframe.
- a. Raters/supervisors should review and discuss the officer's performance with the officer on an ongoing basis throughout the evaluation year, which is October 1 - September 30.
 - b. Officers who have been supervised by the same rater throughout the evaluation year should not begin their annual COER before the evaluation year ends. Example: for the evaluation year starting October 1, 2020 and ending September 30, 2021, the officer should not begin the annual COER until after September 30, 2021.
 - c. If the officer's rater changes before the end of the evaluation year, the officer must complete and submit a COER within two months of the end of supervision by the officer's former rater. If the officer anticipates a rater change, he/she may complete the COER up to a month in advance of the change actually occurring.
 - d. The deadlines for each step of the COER process will be established by the most recent COER POM.

7. RESPONSIBILITIES:

- 7-1. The ASH is responsible for establishing policies related to the COER.
- 7-2. The SG is responsible for the day-to-day management of the Corps. The SG is responsible for establishing Personnel Operations Memorandums (POM) through the CCIS. The POM establishes the instructions, guidelines, and deadlines for the COER.
- 7-3. Officer. The officer is responsible for:
- a. Initiating the Annual COER submission process, including confirmation of the billet and officer comments, when required;
 - b. Updating contact information as necessary;
 - c. Submitting the COER to the rater within the specified time frame; and
 - d. Signing the COER, even if he/she disagrees with a rater.
- 7-4. The rater is the officer's direct supervisor of record for performance at the officer's assigned HHS OPDIV/STAFFDIV or non-HHS organization. He or she should provide input based upon observed job performance, excluding periods of approved absences or extensive illness. The Corps encourages raters to communicate performance issues relative to the COER with the officer throughout the year. The rater should use documented counseling sessions in preparing the COER. The rater is responsible for:
- a. Ensuring that all officers under his/her supervision submit the COER within the specified time frame;
 - b. Reviewing any comments submitted by the officer;
 - c. Reviewing billet descriptions for accuracy;
 - d. Updating his/her contact information, as necessary;
 - e. Evaluating the officer's performance using the full scale of the instrument to objectively rate the officer for the evaluative period; and
 - f. Submitting the document to the reviewing official within the specified time frame.

- 7-5. Reviewing official. The reviewing official is the rater's supervisor of record for performance at the officer's assigned HHS OPDIV/STAFFDIV or non-HHS organization. The reviewing official is responsible for:
- a. Ensuring that all officers and raters submit the COER within the specified time frame;
 - b. Reviewing the COER for completeness and providing concurrence;
 - c. Finishing the review and submitting the COER within his/her specified time frame; and
 - d. Updating his/her contact information, as necessary.
- 7-6. Liaisons. The Liaison is responsible for:
- a. Monitoring the status of the COER for all officers within their Operating Division (OPDIV), Staff Division (STAFFDIV), or non-HHS organization;
 - b. Assigning the most appropriate rater and/or reviewing official if, due to unique operational circumstances, the online COER system is unable to determine the correct rater or reviewing official from its database;
 - c. Verifying the completeness of COER submissions under their jurisdiction; and
 - d. Ensuring the punctual return of COER submissions to CCHQ.
- 7-7. Rights of Officers.
- a. Rebuttal. An officer may rebut a COER in accordance with Section 6-4. of this policy. The rebuttal is a document from the officer placing his/her side of the story into the record or challenging content in the COER. The Corps adds the rebuttal to the officer's file.
 - b. Redress. An officer who believes he/she was wronged by a statement in the COER may file for redress to a COER in accordance with Commissioned Corps Instruction (CCI) [211.04](#), "Complaints and Redress." A redress is a formal request for examination and necessary adjudication to change the contents of a COER or the outcome resulting from contents in the COER.
 - c. Board for Correction. An officer may apply to the Board for Correction of Records regarding an error or injustice in his/her COER in accordance with Commissioned Corps Directive (CCD) [129.01](#), "Board for Correction."
 - d. An officer must go through the redress process first, before appealing to a Board for Correction.
8. PROCEDURES: Completed COERs become a part of the officer's eOPF and must be handled and transmitted as confidential information, which may be disclosed within the Department only to individuals who have an official need to know in compliance with the Privacy Act of 1974.
9. HISTORICAL NOTES: This is the second issuance of this Instruction within the eCCIS.
- 9-1. CCPM CC25.1.1, "Commissioned Officers' Effectiveness Report," dated 9 November 2010.
- 9-2. CCPM CC25.1.1, "Commissioned Officers' Effectiveness Report," dated 15 December 1987.