	Promotion Year 2025 Canned Comments – Medical Services O-4 Grade		
Grade	Canned Comments	Board Member Selection Percentage	
P04	Strength: Strong ROS	50.4%	
P04	Strength: COERs	48.5%	
P04	Strength: Billet level exceeds current rank	47.3%	
P04	Suggestion: Career counseling	44.2%	
P04	Suggestion: Leadership roles in PHS activities, not just	43.5%	
	membership		
P04	Suggestion: Progression to meet Awards benchmark	40.8%	
P04	Suggestion: Seek mentorship	33.5%	
P04	Suggestion: Mentoring activities	30.4%	
P04	Suggestion: Show impact of PHS activities	30.4%	
P04	Suggestion: Seek more collateral duties (i.e., Limited or no	30.0%	
	leadership or impact in collateral duties)		
P04	Suggestion: More publications, other written communications,	26.9%	
	or oral presentations		
P04	Strength: Advanced training (e.g., certifications, licensures,	26.5%	
	credentials, degrees) beyond level expected for benchmark		
P04	Strength: Prior or current assignment at a mission priority	26.2%	
	agency that serves vulnerable populations (i.e., BOP, DHS-		
DO 4	IHSC, IHS)	26.20	
P04	Suggestion: Pursue PHS activities	26.2%	
P04	Suggestion: Need more recent awards.	23.8%	
P04	Suggestion: Leadership in community-based public health	22.3%	
P04	initiative or program Suggestion: Public health training & experience	21.5%	
P04	Suggestion: Presentations and Outreach	20.8%	
P04	Suggestion: Presentations and Outreach Suggestion: Pursue higher billet	20.8%	
P04	5	19.6%	
	Suggestion: Recruitment activities		
P04	Suggestion: Seek continuing education (e.g., CME, CE, CEUs)	18.1%	
P04	Strength: Substantial mentorship activities (i.e., as a mentee or	15.0%	
	mentor)		
P04	Strength: Awards	13.8%	
P04	Strength: PHS Activities (i.e., Displays longevity and/or	13.8%	
70.4	continuity of PHS Activities/membership)	12.00	
P04	Strength: Presentations and Outreach	13.8%	
P04	Suggestion: Geographic or Programmatic (i.e., multiple intraagency assignments) moves	13.8%	
P04	Suggestion: Maintain high-performance consistent with next	12.7%	
D0.4	higher billet	12.20/	
P04	Strength: Continuing Education beyond level expected for benchmark	12.3%	
P04	Suggestion: Completion of additional degree, rather than enrollment	11.5%	
P04	Suggestion: Professional organization leadership or activities	11.5%	
P04	Suggestion: Pursue advanced training (e.g., certifications, licensures, credentials, degrees) beyond level expected for benchmark	10.8%	

PO4 Strength: Public Health Training beyond level expected for benchmark	
responsibilities within your position P04 Suggestion: Improve ROS (i.e., COER scores and ROS Comments do not match, ROS comments need to be strengthened, ROS does not recomment promotion, ROS needs more detail) P04 Incorrectly formatted CV P04 Suggestion: COER Improvement (i.e., continuous performance development, enhancement needed on Rater comments) P04 Strength: Leadership activities P04 Strength: Collateral duties (i.e., regional and national) P04 Strength: Collateral duties (i.e., regional and national) P04 Strength: Geographic or Programmatic (i.e., multiple intraagency assignments) moves P04 Suggestion: Correct poorly written OS P04 Strength: Upward career trajectory P04 Missing Continuing Education Summary Sheet P04 Missing OS/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS) P04 Strength: Publications and Presentations P04 Suggestion: COER ratings are not supported by rater comments P04 Suggestion: Need more time in current billet P04 Missing ROS P04 Missing ROS P04 Missing ROS P04 Missing ROS P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade Promotion Year 2025 Canned Comments — Medical Services O-3 Grade P03 Suggestion: Progression to meet Awards benchmark P03 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade P03 Suggestion: Progression to meet Awards benchmark P03 Suggestion: Statements should secribe impact in OS and/or CV P04 Suggestion: Statements should secribe impact in OS and/or CV P05 Suggestion: Statements should secribe impact in OS and/or CV P06 Suggestion: Statements should secribe impact in OS and/or CV P07 Suggestion: Statements should secribe impact in OS and/or CV P08 Suggestion: Statements should secribe impact in OS and/or CV P09 Suggestion: Statements should secribe impact in OS and/or CV P09 Suggestion: Statements should secribe impact in OS and/or CV P15 Suggestion: Statemen	9.6%
responsibilities within your position P04 Suggestion: Improve ROS (i.e., COER scores and ROS Comments do not match, ROS comments need to be strengthened, ROS does not recomment promotion, ROS needs more detail) P04 Incorrectly formatted CV P04 Suggestion: COER Improvement (i.e., continuous performance development, enhancement needed on Rater comments) P04 Strength: Leadership activities P04 Strength: Collateral duties (i.e., regional and national) P04 Strength: Collateral duties (i.e., regional and national) P04 Strength: Geographic or Programmatic (i.e., multiple intraagency assignments) moves P04 Suggestion: Correct poorly written OS P04 Strength: Upward career trajectory P04 Missing Continuing Education Summary Sheet P04 Missing OS/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS) P04 Strength: Publications and Presentations P04 Strength: Publications and Presentations P04 Suggestion: COER ratings are not supported by rater comments P04 Suggestion: Need more time in current billet P04 Missing ROS P04 Missing ROS P04 Missing ROS P04 Missing ROS P05 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade P06 Canned Comments P07 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade P08 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade P08 Suggestion: Progression to meet Awards benchmark P09 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade P08 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade P09 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade P09 Suggestion: Statements should describe impact in OS and/or CV P15 Sug	9.6%
P04 Suggestion: Improve ROS (i.e., COER scores and ROS Comments do not match, ROS comments need to be strengthened, ROS does not recommend promotion, ROS needs more detail) P04 Incorrectly formatted CV P04 Suggestion: COER Improvement (i.e., continuous performance development, enhancement needed on Rater comments) P04 Strength: Leadership activities P04 Strength: Collateral duties (i.e., regional and national) P04 Strength: Deployment activities P04 Strength: Geographic or Programmatic (i.e., multiple intraagency assignments) moves P04 Suggestion: Correct poorly written OS P04 Suggestion: Correct poorly written OS P04 Missing Continuing Education Summary Sheet P04 Missing Continuing Education Summary Sheet P04 Missing OS/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS) P04 Strength: Publications and Presentations P04 Strength: Recruitment activities P04 Suggestion: COER ratings are not supported by rater comments P04 Suggestion: Need more time in current billet P04 Missing ROS P04 Missing ROS P04 Missing ROS P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade Grade Canned Comments P03 Suggestion: Progression to meet Awards benchmark P03 Suggestion: Progression to meet Awards benchmark P03 Suggestion: Pursue PHS activities P04 Suggestion: Pursue PHS activities P05 Suggestion: Pursue PHS activities P06 Suggestion: Pursue PHS activities P07 Suggestion: Pursue PHS activities P08 Suggestion: Pursue PHS activities P09 Suggestion: Pursue higher billet P09 Suggestion: Presentations and Outreach	
Comments do not match, ROS comments need to be strengthened, ROS does not recommend promotion, ROS needs more detail) P04 Incorrectly formatted CV P04 Suggestion: COER Improvement (i.e., continuous performance development, enhancement needed on Rater comments) P04 Strength: Leadership activities P04 Strength: Collateral duties (i.e., regional and national) P04 Strength: Collateral duties (i.e., regional and national) P04 Strength: Geographic or Programmatic (i.e., multiple intraagency assignments) moves P04 Suggestion: Correct poorly written OS P04 Strength: Upward career trajectory P04 Missing Continuing Education Summary Sheet P04 Missing Continuing Education Summary Sheet P04 Missing Continuing Education Summary Sheet P04 Strength: Publications and Presentations P04 Strength: Publications and Presentations P04 Strength: Recruitment activities P04 Suggestion: COER ratings are not supported by rater comments P04 Suggestion: Need more time in current billet P04 Missing ROS P04 Missing CV P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade Grade Canned Comments Board Member Selection Perc P03 Suggestion: Progression to meet Awards benchmark P04 Suggestion: Progression to meet Awards benchmark P05 Suggestion: Progression to meet Awards benchmark P06 Suggestion: Progression to	7.3%
needs more detail)	
P04 Incorrectly formatted CV	
PO4 Suggestion: COER Improvement (i.e., continuous performance development, enhancement needed on Rater comments) PO4 Strength: Leadership activities PO4 Strength: Collateral duties (i.e., regional and national) PO4 Strength: Deployment activities PO4 Strength: Geographic or Programmatic (i.e., multiple intraagency assignments) moves PO4 Strength: Upward career trajectory PO4 Missing Continuing Education Summary Sheet PO4 Missing Po8/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS) PO4 Strength: Publications and Presentations PO4 Strength: Recruitment activities PO4 Suggestion: COER ratings are not supported by rater comments PO4 Suggestion: Need more time in current billet PO4 Missing ROS PO4 Missing ROS PO4 Missing CV PO4 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade Grade Canned Comments PO3 Suggestion: Progression to meet Awards benchmark PO3 Suggestion: Seek mentorship PO3 Suggestion: Progression to meet Awards benchmark PO3 Suggestion: Pursue PHS activities PO3 Suggestion: Pursue PHS activities PO3 Suggestion: Pursue higher billet PO3 Suggestion: Presentations and Outreach PO3 Suggestion: Seek more collateral duties (i.e., Limited or no	
performance development, enhancement needed on Rater comments) P04 Strength: Leadership activities P04 Strength: Collateral duties (i.e., regional and national) P04 Strength: Deployment activities P04 Strength: Geographic or Programmatic (i.e., multiple intraagency assignments) moves P04 Strength: Upward career trajectory P04 Missing Continuing Education Summary Sheet P04 Missing Continuing Education Summary Sheet P04 Missing OS/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS) P04 Strength: Publications and Presentations P04 Strength: Recruitment activities P04 Suggestion: COER ratings are not supported by rater comments P04 Suggestion: Need more time in current billet P04 Missing ROS P04 Missing ROS P04 Missing ROS P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade Grade Canned Comments P03 Suggestion: Progression to meet Awards benchmark P03 Suggestion: Seek mentorship P03 Suggestion: Pursue PHS activities P03 Suggestion: Pursue higher billet P04 Suggestion: Presentations and Outreach P05 Suggestion: Presentations and Outreach P07 Suggestion: Seek more collateral duties (i.e., Limited or no	6.9%
Comments	5.8%
P04 Strength: Leadership activities P04 Strength: Collateral duties (i.e., regional and national) P04 Strength: Deployment activities P04 Strength: Geographic or Programmatic (i.e., multiple intraagency assignments) moves P04 Strength: Geographic or Programmatic (i.e., multiple intraagency assignments) moves P04 Suggestion: Correct poorly written OS P04 Strength: Upward career trajectory P04 Missing Continuing Education Summary Sheet P04 Missing Continuing Education Summary Sheet P04 Missing OS/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS) P04 Strength: Publications and Presentations P04 Strength: Recruitment activities P04 Suggestion: COER ratings are not supported by rater comments P04 Missing ROS P04 Missing ROS P04 Missing ROS P04 Missing CV P04 Suggestion: Statements should describe impact in OS and/or CV P04 Suggestion: Statements should describe impact in OS and/or CV P06 Suggestion: Progression to meet Awards benchmark P07 Suggestion: Progression to meet Awards benchmark P08 Suggestion: Progression to meet Awards benchmark P09 Suggestion: Pursue PHS activities P00 Suggestion: Pursue PHS activities P00 Suggestion: Show impact of PHS activities P00 Suggestion: Pursue higher billet P00 Suggestion: Presentations and Outreach P00 Suggestion: Seek more collateral duties (i.e., Limited or no	
P04 Strength: Collateral duties (i.e., regional and national)	
P04 Strength: Deployment activities	4.6%
P04 Strength: Deployment activities	4.2%
P04 Strength: Geographic or Programmatic (i.e., multiple intraagency assignments) moves P04 Suggestion: Correct poorly written OS P04 Strength: Upward career trajectory P04 Missing Continuing Education Summary Sheet P04 Missing Continuing Education Summary Sheet P04 Missing OS/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS) P04 Strength: Publications and Presentations P04 Strength: Recruitment activities P04 Suggestion: COER ratings are not supported by rater comments P04 Missing ROS P04 Missing ROS P04 Missing ROS P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments – Medical Services O-3 Grade Grade Canned Comments P03 Suggestion: Progression to meet Awards benchmark P04 Suggestion: Seek mentorship P05 Suggestion: Pursue PHS activities P06 Suggestion: Pursue PHS activities P07 Suggestion: Pursue higher billet P08 Suggestion: Presentations and Outreach P09 Suggestion: Seek more collateral duties (i.e., Limited or no	4.2%
agency assignments) moves P04 Suggestion: Correct poorly written OS P04 Strength: Upward career trajectory P04 Missing Continuing Education Summary Sheet P04 Missing OS/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS) P04 Strength: Publications and Presentations P04 Strength: Recruitment activities P04 Suggestion: COER ratings are not supported by rater comments P04 Missing ROS P04 Missing ROS P04 Missing CV P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade Grade Canned Comments Board Member Selection Percentage Suggestion: Seek mentorship P03 Suggestion: Career counseling P03 Suggestion: Pursue PHS activities P03 Suggestion: Pursue PHS activities P03 Suggestion: Pursue higher billet P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P04 Suggestion: Seek more collateral duties (i.e., Limited or no	3.8%
P04 Suggestion: Correct poorly written OS P04 Strength: Upward career trajectory P04 Missing Continuing Education Summary Sheet P04 Missing OS/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS) P04 Strength: Publications and Presentations P04 Strength: Recruitment activities P04 Suggestion: COER ratings are not supported by rater comments P04 Missing ROS P04 Missing ROS P04 Missing CV P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments - Medical Services O-3 Grade Grade Canned Comments P03 Suggestion: Progression to meet Awards benchmark P03 Suggestion: Progression to meet Awards benchmark P03 Suggestion: Pursue PHS activities P03 Suggestion: Pursue PHS activities P04 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P05 Suggestion: Presentations and Outreach P06 Suggestion: Presentations and Outreach P07 Suggestion: Seek more collateral duties (i.e., Limited or no	3.070
P04 Strength: Upward career trajectory	3.5%
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P04 Missing OS/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS) P04 Strength: Publications and Presentations P04 Strength: Recruitment activities P04 Suggestion: COER ratings are not supported by rater comments P04 Missing ROS P04 Missing ROS P04 Missing CV P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade Grade Canned Comments P03 Suggestion: Progression to meet Awards benchmark P04 Suggestion: Seek mentorship P05 Suggestion: Career counseling P06 Suggestion: Pursue PHS activities P07 Suggestion: Show impact of PHS activities P08 Suggestion: Pursue higher billet P09 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P09 Suggestion: Presentations and Outreach P09 Suggestion: Seek more collateral duties (i.e., Limited or no	2.7%
OPPVS was verified without OS, did not complete an OS) P04 Strength: Publications and Presentations P04 Strength: Recruitment activities P04 Suggestion: COER ratings are not supported by rater comments P04 Suggestion: Need more time in current billet P04 Missing ROS P04 Missing ROS P04 Missing CV P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments – Medical Services O-3 Grade Grade Canned Comments Board Member Selection Pero P03 Suggestion: Progression to meet Awards benchmark P03 Suggestion: Seek mentorship P03 Suggestion: Career counseling P03 Suggestion: Pursue PHS activities P03 Suggestion: Pursue PHS activities P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P03 Suggestion: Presentations and Outreach P03 Suggestion: Seek more collateral duties (i.e., Limited or no	
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P04 Strength: Recruitment activities P04 Suggestion: COER ratings are not supported by rater comments P04 Suggestion: Need more time in current billet P04 Missing ROS P04 Missing CV P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments – Medical Services O-3 Grade Grade Canned Comments Board Member Selection Perc P03 Suggestion: Progression to meet Awards benchmark P03 Suggestion: Seek mentorship P03 Suggestion: Career counseling P03 Suggestion: Pursue PHS activities P03 Suggestion: Pursue PHS activities P03 Suggestion: Show impact of PHS activities P03 Suggestion: Pursue higher billet P04 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P05 Suggestion: Presentations and Outreach P06 Suggestion: Seek more collateral duties (i.e., Limited or no	0.90/
P04 Suggestion: COER ratings are not supported by rater comments P04 Suggestion: Need more time in current billet P04 Missing ROS P04 Missing CV P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade Grade Canned Comments Board Member Selection Percentage Suggestion: Progression to meet Awards benchmark P03 Suggestion: Seek mentorship P03 Suggestion: Career counseling P03 Suggestion: Pursue PHS activities P03 Suggestion: Public health training & experience P03 Suggestion: Show impact of PHS activities P04 Suggestion: Pursue higher billet P05 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P06 Suggestion: Presentations and Outreach P07 Suggestion: Seek more collateral duties (i.e., Limited or no	0.8%
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P04 Suggestion: Need more time in current billet	0.4%
P04 Missing ROS P04 Missing CV P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments – Medical Services O-3 Grade Grade Canned Comments Board Member Selection Perce P03 Suggestion: Progression to meet Awards benchmark P03 Suggestion: Seek mentorship P03 Suggestion: Career counseling P03 Suggestion: Pursue PHS activities P03 Suggestion: Public health training & experience P03 Suggestion: Show impact of PHS activities P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P04 Suggestion: Presentations and Outreach P05 Suggestion: Seek more collateral duties (i.e., Limited or no	0.40/
P04 Missing CV P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments – Medical Services O-3 Grade Grade Canned Comments Board Member Selection Percentage Suggestion: Progression to meet Awards benchmark P03 Suggestion: Seek mentorship P03 Suggestion: Career counseling P03 Suggestion: Pursue PHS activities P03 Suggestion: Public health training & experience P03 Suggestion: Show impact of PHS activities P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P03 Suggestion: Presentations and Outreach P03 Suggestion: Seek more collateral duties (i.e., Limited or no	0.4%
P04 Suggestion: Statements should describe impact in OS and/or CV Promotion Year 2025 Canned Comments — Medical Services O-3 Grade Grade Canned Comments — Board Member Selection Percentage Suggestion: Progression to meet Awards benchmark P03 Suggestion: Seek mentorship P03 Suggestion: Career counseling P03 Suggestion: Pursue PHS activities P03 Suggestion: Public health training & experience P03 Suggestion: Show impact of PHS activities P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P04 Suggestion: Presentations and Outreach P05 Suggestion: Seek more collateral duties (i.e., Limited or no	0.4%
Promotion Year 2025 Canned Comments – Medical Services O-3 Grade Grade Canned Comments Board Member Selection Percentage Suggestion: Progression to meet Awards benchmark P03 Suggestion: Seek mentorship P03 Suggestion: Career counseling P03 Suggestion: Pursue PHS activities P03 Suggestion: Public health training & experience P03 Suggestion: Show impact of PHS activities P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P03 Suggestion: Presentations and Outreach P03 Suggestion: Seek more collateral duties (i.e., Limited or no	0.4%
Promotion Year 2025 Canned Comments – Medical Services O-3 GradeGradeCanned CommentsBoard Member Selection PercentageP03Suggestion: Progression to meet Awards benchmarkP03Suggestion: Seek mentorshipP03Suggestion: Career counselingP03Suggestion: Pursue PHS activitiesP03Suggestion: Public health training & experienceP03Suggestion: Show impact of PHS activitiesP03Suggestion: Pursue higher billetP03Suggestion: Seek continuing education (e.g., CME, CE, CEUs)P03Suggestion: Presentations and OutreachP03Suggestion: Seek more collateral duties (i.e., Limited or no	0.4%
GradeCanned CommentsBoard Member Selection PercentageP03Suggestion: Progression to meet Awards benchmarkP03Suggestion: Seek mentorshipP03Suggestion: Career counselingP03Suggestion: Pursue PHS activitiesP03Suggestion: Public health training & experienceP03Suggestion: Show impact of PHS activitiesP03Suggestion: Pursue higher billetP03Suggestion: Seek continuing education (e.g., CME, CE, CEUs)P03Suggestion: Presentations and OutreachP03Suggestion: Seek more collateral duties (i.e., Limited or no	
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P03 Suggestion: Pursue PHS activities P03 Suggestion: Public health training & experience P03 Suggestion: Show impact of PHS activities P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P03 Suggestion: Presentations and Outreach P03 Suggestion: Seek more collateral duties (i.e., Limited or no	77.9%
P03 Suggestion: Pursue PHS activities P03 Suggestion: Public health training & experience P03 Suggestion: Show impact of PHS activities P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P03 Suggestion: Presentations and Outreach P03 Suggestion: Seek more collateral duties (i.e., Limited or no	62.1%
P03 Suggestion: Public health training & experience P03 Suggestion: Show impact of PHS activities P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P03 Suggestion: Presentations and Outreach P03 Suggestion: Seek more collateral duties (i.e., Limited or no	60.7%
P03 Suggestion: Show impact of PHS activities P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P03 Suggestion: Presentations and Outreach P03 Suggestion: Seek more collateral duties (i.e., Limited or no	53.8%
P03 Suggestion: Pursue higher billet P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P03 Suggestion: Presentations and Outreach P03 Suggestion: Seek more collateral duties (i.e., Limited or no	51.7%
P03 Suggestion: Seek continuing education (e.g., CME, CE, CEUs) P03 Suggestion: Presentations and Outreach P03 Suggestion: Seek more collateral duties (i.e., Limited or no	49.0%
P03 Suggestion: Presentations and Outreach P03 Suggestion: Seek more collateral duties (i.e., Limited or no	47.6%
P03 Suggestion: Seek more collateral duties (i.e., Limited or no	47.0%
	46.9%
1 1 1 1 1 1 1 1 1 1 1 1 1	46.2%
leadership or impact in collateral duties)	
P03 Suggestion: More publications, other written communications,	45.5%
or oral presentations	

P03	Suggestion: Pursue advanced training (e.g., certifications,	44.8%
	licensures, credentials, degrees) beyond level expected for	
	benchmark	
P03	Suggestion: Leadership roles in PHS activities, not just membership	43.4%
P03	Suggestion: Maintain high-performance consistent with next higher billet	42.1%
P03	Suggestion: Professional organization leadership or activities	41.4%
P03	Suggestion: Leadership and Supervisory activities and responsibilities within your position	39.3%
P03	Suggestion: Leadership in community-based public health initiative or program	38.6%
P03	Suggestion: Mentoring activities	37.2%
P03	Suggestion: Recruitment activities	34.5%
P03	Suggestion: Completion of additional degree, rather than enrollment	32.4%
P03	Strength: Billet level exceeds current rank	29.7%
P03	Suggestion: Need more recent awards.	29.0%
P03	Strength: COERs	26.2%
P03	Strength: Strong ROS	24.1%
P03	Suggestion: Geographic or Programmatic (i.e., multiple intraagency assignments) moves	23.4%
P03	Missing CV	20.0%
P03	Suggestion: Need more time in current billet	18.6%
P03	Missing OS/Incorrect OS (i.e., Not in correct OS format, OPPVS was verified without OS, did not complete an OS)	14.5%
P03	Missing ROS	13.8%
P03	Suggestion: COER Improvement (i.e., continuous performance development, enhancement needed on Rater	11.7%
P03	Strength: Prior or current assignment at a mission priority agency that serves vulnerable populations (i.e., BOP, DHS-IHSC, IHS)	10.3%
P03	Missing Continuing Education Summary Sheet	10.3%
P03	Suggestion: Improve ROS (i.e., COER scores and ROS Comments do not match, ROS comments need to be strengthened, ROS does not recommend promotion, ROS needs more detail)	9.7%
P03	Strength: Continuing Education beyond level expected for benchmark	9.0%
P03	Strength: PHS Activities (i.e., Displays longevity and/or continuity of PHS Activities/membership)	9.0%
P03	Strength: Substantial mentorship activities (i.e., as a mentee or mentor)	8.3%
P03	Strength: Presentations and Outreach	8.3%
P03	Strength: Awards	7.6%
P03	Strength: Advanced training (e.g., certifications, licensures, credentials, degrees) beyond level expected for benchmark	6.2%

P03	Strength: Public Health Training beyond level expected for	6.2%
	benchmark	
P03	Incorrectly formatted CV	6.2%
P03	Strength: Leadership activities	4.8%
P03	Strength: Upward career trajectory	4.8%
P03	Strength: Geographic or Programmatic (i.e., multiple intra-	4.1%
	agency assignments) moves	
P03	Suggestion: Correct outdated CV	2.8%
P03	Strength: Publications and Presentations	1.4%
P03	Strength: Collateral duties (i.e., regional and national)	1.4%
P03	Strength: Deployment activities	1.4%
P03	Strength: Recruitment activities	1.4%
P03	Suggestion: Proofread/Peer review for grammar and/or	0.7%
	spelling errors	