

CV Cover Page

1. What is the expected format of the CV Cover Page (bullets, narrative, or a combination)?

A. Officers should use brief narrative statements and/or bullet-style summaries, as appropriate, consistent with the template. Refer to the CV Format Instructions (Cover Page section) and the official Promotion CV template.

2. Should the full precept title be written or is the precept number sufficient?

A. Use the full precept titles as shown in the official Promotion CV template.

3. Can Precepts 1 and 3 be combined or better integrated since they overlap?

A. No. Although Precepts 1 and 3 are presented together in the CV, they evaluate different aspects of an officer's career and should remain separate. Precept 1 focuses on performance and mission impact, while Precept 3 focuses on career progression, leadership, and increasing responsibility. For more information, please refer to the CV Format Instructions (Precepts 1 and 3 section).

4. How should leadership competencies be presented on the cover page?

A. Leadership competencies do not need to be listed individually or labeled by name on the cover page. Instead, officers may describe accomplishments that demonstrate leadership growth, increasing responsibility, influence, and impact. The cover page should summarize how leadership competencies have been applied throughout an officer's career rather than provide a checklist of competencies. Please refer to the CV Format Instructions (Precept 3 section) for more information.

5. How should leadership roles, collateral duties, details, and varied assignments be reflected on the cover page?

A. The Cover Page should provide a concise summary of the leadership roles, responsibilities, and professional experiences that best demonstrate your career progression, increasing responsibility, leadership, and impact under Precept 3, to include assignments, collateral duties, TDYs, detail assignments, acting positions, or other experiences that best demonstrate your readiness for promotion. The CV body should provide the supporting details. Please refer to the CV Format Instructions (Precept 3 section) for more information.

6. Should all previous assignments be listed, or only those that best demonstrate leadership progression?

A. Officers should focus primarily on assignments they have held since their last promotion. Additional assignments may be included if they demonstrate significant leadership, scope, breadth, or career progression, provided the five-page (1-page cover

page + 4 pages CV body) limit is not exceeded. The Promotion Information Report (PIR) contains the officer's assignment history, so the CV should emphasize the assignments that best support the promotion precepts rather than repeat the entire career history. Please refer to the CV Format Instructions (Agency Contributions section) for more information.

General CV Format

7. Can accomplishments from before the last promotion be included if they remain highly relevant?

A. While the focus should be on accomplishments from assignments since the last promotion, accomplishments from earlier assignments may also be included if they demonstrate significant impact, leadership, or scope and breadth of departmental and leadership experience, provided the CV remains within the five-page limit. Refer to the CV Format Instructions (Agency Contributions section).

8. Should I include all previous assignments and accomplishments, or only those that best demonstrate leadership progression and impact?

A. Focus on assignments and accomplishments since your last promotion. However, you may include earlier assignments or accomplishments that demonstrate significant impact, leadership, scope, breadth, or career progression, provided the CV remains within the five-page limit. The PIR contains your complete assignment history, so the CV should emphasize the experiences most relevant to the promotion precepts rather than repeat your entire career history. Refer to the CV Format Instructions (Agency Contributions section).

9. Can colored text, highlighting, italics, or additional bolding be used?

A. Colored text is only permissible on the cover page as shown in the CV template example. Highlighting is not permissible. Bolding, italics, and underlining, may be used on the cover page, but it is advisable to do so judiciously. Refer to the CV Format Instructions (Format section).

10. Is the 4-page CV body sufficient, or will it be expanded to 5 pages?

A. The Promotion CV is limited to five total pages: one page for the cover page and a four-page CV body which will be combined into one document as a PDF and uploaded via the eOPF Document Uploader. Refer to the CV Format Instructions (Background section).

11. Will there be an approved list of common acronyms?

A. Spell out any acronyms the first time they are used, followed by the acronym in parentheses. After the initial reference, acronym usage is permitted. Refer to the CV Format Instructions (Format section).

12. What formatting rules are strictly required (font, margins, headers, bullet limits, page limits)?

A. Promotion board members have the ability to deduct points while reviewing an officer's

promotion packet if the CV template is not abided by. Board members are instructed to deduct points if the following is seen:

- More than 5 pages total
- Missing CV
- Font outside of Times New Roman 11 or 12
- Margins outside no narrower than ≥ 0.50 "

Refer to the CV Format Instructions (Format section) for the required formatting, including font, margins, spacing, headers/footers, page limits, bullets, tables, and other formatting requirements.

13. Can officers customize the template formatting when needed (tables, headers, spacing)?

A. The CV should follow the official template and formatting requirements. Limited adjustments, such as modifying table column widths or deleting unused rows, are permitted where specified in the instructions; however, required headers, footers, page limits, and overall format should not be altered. Refer to the CV Format Instructions (Format section).

14. Can I include prior commissioned service (e.g., Army, Navy, Air Force, or another uniformed service) in my Promotion CV?

A. Prior commissioned service may be included in your Promotion CV because it may provide context for your professional experience and demonstrates your knowledge, skills, and abilities (KSAs) as well as your career growth. However, the Promotion Board's primary focus is on your accomplishments, impact, leadership, and career progression as a USPHS officer.

Precept 1 – Performance & Mission Contribution

15. How is Precept 1 different from Precept 3?

A. Precept 1 focuses on your performance and mission impact in your assigned role, while Precept 3 focuses on your career progression, leadership, increasing responsibility, and organizational influence beyond your core duties. Refer to the CV Format Instructions (Performance and Mission Contribution and Scope/Breadth of Department/Agency Professional and Leadership Experience section).

16. Can the same accomplishment be used in multiple precepts if it demonstrates different things?

A. Avoid duplicating accomplishments across precepts. If a single experience demonstrates both performance and leadership, describe the aspect that is most relevant to each precept rather than repeating the same accomplishment. Refer to the CV Format Instructions (Overview and Agency Contributions sections).

17. Can TDYs, details, or temporary assignments be included in Precept 1?

A. TDYs, detail assignments, temporary assignments, and acting positions may be included when they demonstrate accomplishments and impacts related to your Department/Agency mission (Precept 1), career progression, leadership, and increasing responsibility (Precept 3), or may be reflected as a collateral duty, as appropriate. Officers should place the experience where it best reflects its primary purpose and avoid duplicating the same accomplishment across sections. Refer to the CV Format Instructions (Precept 3 and Agency Contributions sections).

18. Should Commissioned Corps activities be included in Precept 1?

A. Precept 1 focuses on accomplishments and impacts related to your Department/Agency mission. Contributions to the Commissioned Corps, professional/specialty organizations, and other uniformed services should generally be documented under Precept 4, unless they directly contribute to your Department/Agency mission. Refer to the CV Format Instructions (Precepts 1 and 4 sections).

19. Can accomplishments from reassignment or reduction in force (RIF)-related position changes be highlighted appropriately?

A. Officers should highlight accomplishments and impacts associated with their assignments, regardless of whether those assignments resulted from a reassignment, reduction in force (RIF), or other organizational change. Focus on your performance, leadership, career progression, and mission impact during the assignment, consistent with the applicable promotion precepts.

Precept 2 – Clinical and Professional Skills

20. How should impact statements be written for additional degrees?

A. Describe the knowledge, skills, and abilities (KSAs) gained through the degree and explain how your expertise advances organizational goals and public health outcomes within your Department/Agency and the USPHS Commissioned Corps. Refer to the CV Format Instructions (Clinical and/or Professional Skills – Credentials section).

21. How should additional degrees in progress be documented?

A. List degrees in progress under Additional Degree(s), include the percentage of the program completed and the projected completion date, and describe how the KSAs acquired to date have been applied. Refer to the CV Format Instructions (Clinical and/or Professional Skills – Credentials section).

22. What qualifies as Professional and Public Health Training?

A. For precept 2, Include your most significant professional development and public health training, with a focus on training completed since your last promotion. This may include post-graduate, organizational, leadership, technical, management, discipline/category, and public health training. Document trainings you received/participated in, not trainings you developed, led, or presented. Refer to the CV Format Instructions (Professional and Public Health Training section).

23. Can continuing education (CE) courses be included?

Continuing education completed solely to maintain a license, registration, certification, or readiness should not be included. However, if you led, created, or presented continuing education activities, document them under the appropriate promotion precept – if for your Agency/Department, consider Precept 1 or 3; if for the Commissioned Corps or Professional Stewardship, consider Precept 4. Refer to the CV Format Instructions (Clinical and/or Professional Skills section).

24. Can similar certifications or credentials share one combined impact statement?

A. **Update 9/30/2026:** Officers may combine similar certifications or credentials under a single impact statement when doing so clearly describes the knowledge, skills, and abilities (KSAs) acquired and how they have been applied. This allowance has been taken into consideration as to not be redundant in nature for board member review and to best utilize the space in the CV. Refer to the CV Format Instructions (Advanced Credentials and/or Certifications section).

25. Where should professional certifications (e.g., CIH, REHS) be listed?

A. Active professional certifications should be listed in the Advanced Credentials and/or Certifications table with an accompanying impact statement describing how the acquired KSAs advance your clinical and/or professional skills. Refer to the CV Format Instructions (Advanced Credentials and/or Certifications section).

26. How should KSAs be described after education or training?

A. Active professional certifications should be listed in the Advanced Credentials and/or Certifications table with an accompanying impact statement describing how the acquired KSAs advance your clinical and/or professional skills. Refer to the CV Format Instructions (Advanced Credentials and/or Certifications section).

Precept 3 – Professional & Leadership Experience

27. What distinguishes leadership growth from job performance?

A. Precept 1 focuses on your performance and mission impact in your assigned role, while Precept 3 focuses on your career progression, leadership, increasing responsibility, and organizational influence beyond your core duties. Refer to the CV Format Instructions (Performance and Mission Contribution and Scope/Breadth of Department/Agency Professional and Leadership Experience section).

28. How should leadership competencies be documented?

A. The CV/COER/ROS should collectively document progression, increased complexity of assignments, and leadership throughout the officer's career. Leadership competencies should be demonstrated through your accomplishments rather than listed as a separate checklist. Refer to the CV Format Instructions (Precept 3 section).

Under Precept 3 — leadership competencies are expected to be identified and supported by evidence of how they were acquired and, at the senior grades, utilized through progressively responsible work experiences.

For O-3/O-4, taking ownership and assuming greater responsibility relates to Leading People and Results Driven; adaptability relates to Leading Change; process improvement relates to Business Acumen; and organizational influence/communication relates to Building Coalitions. Officers must provide specific examples, as applicable, when highlighting these competencies.

For O-5/O-6, officers should show mastery across a series of roles and varied professional experiences with increasing responsibility, authority, and independence. Officers may frame the narrative to show how leadership skills evolved from one position to the next, emphasizing transferable skills and quantifiable achievements. The behaviors used to demonstrate the competencies include setting organizational vision, leading cross-functional teams, influencing national/international policy or program implementation, using data to guide strategy, providing strategic governance or consulting, and negotiating or resolving conflict at the Department/Agency level. Officers must provide specific examples, as applicable, when highlighting these competencies.

29. Should officers list every assignment or only significant ones?

A. Officers should include all assignments since their last promotion but may choose to allocate more space to those roles that demonstrate meaningful career progression, increasing responsibility, leadership, and impact, rather than simply listing every assignment without context.

Additional assignments may be included if they demonstrate significant impact, leadership, scope, breadth, or career progression, provided the CV remains within the five-page limit. Refer to the CV Format Instructions (Agency Contributions section).

30. Can collateral duties be integrated into assignment descriptions?

A. Officers should clearly distinguish the collateral duty from their primary assignment and describe the scope, responsibilities, and results associated with it. Duties beyond your primary position-related responsibilities should be documented in the Department/Agency Collateral Activities section. Refer to the CV Format Instructions (Department/Agency Collateral Activities section).

31. How should collateral duties spanning multiple assignments be listed?

A. Document collateral duties in the Department/Agency Collateral Activities table as one entry, regardless of the number of assignments an officer may have while in that role. Refer to the CV Format Instructions (Department/Agency Collateral Activities section).

32. Can details and TDYs be included?

A. TDYs (outside the normal scope of current responsibilities), detail assignments, and acting positions may be documented under Precept 1 when they demonstrate accomplishments and impacts related to the Department/Agency mission; consider the time frame and accomplishments and/or impact made while serving in that role.

Additionally, TDYs, detail assignments, and acting positions should be included under Precept 3 when they demonstrate career progression, leadership, increasing responsibility, influence, and impact. Acting positions may also be reflected as a collateral duty, as appropriate.

TDYs to outside or within an officer's agency, that demonstrate impact in public health response/recovery missions, may be included under Precept 4.

Officers should place the experience where it best reflects its primary purpose and avoid duplicating the same experience across sections. Refer to the CV Format Instructions (Precept 1, Precept 3, and Precept 4 sections).

33. What is meant by "Agency Title"?

A. Historically, the Agency Title used on the CV is the one listed on the PIR. Due to space limitations, it is acceptable to use the title that best reflects your official position and aligns

with the role described throughout your promotion package. The board members should be able to determine which position you are referring to when compared to the PIR

34. Should supervisory status always be included?

A. Yes. Indicate your billet grade and whether the position is supervisory or non-supervisory. Refer to the CV Format Instructions (Agency Assignments section).

35. Can multiple positions within the same office/program be grouped together?

A. Officers should present their assignments in a manner that accurately reflects their career progression while remaining consistent with the Promotion Information Report (PIR) and within the required CV format.

36. If only supervisory status changed, should there be one entry or two?

A. Officers should ensure their CV accurately reflects their assignment history and is consistent with the Promotion Information Report (PIR). However, if the PIR reflects only the billet level changed, officers can include that under one assignment but should indicate that in the CV so that it is clear to board members.

37. Should agency names include division/branch or only the parent agency?

A. The CV Format Instructions do not explicitly say whether the “Agency” field should include the division/branch or only the parent agency. Use the agency name in a way that clearly identifies the organizational setting of the assignment. If including the division, office, or branch helps clarify the officer’s scope, level of responsibility, or organizational placement, it may be included.

38. What date format should be used?

A. Use the date format indicated by the specific CV section or table. The CV guidance does not prescribe a single date format for all entries. For example, the document header uses Month/Year, education uses Year Received, and other sections use Date(s) or Year(s). For assignment dates, use a clear and consistent format throughout the CV.

39. How should officers handle situations where the PIR is inaccurate or does not match the CV?

A. Refer to the CCMIS [PIR](#) section under Promotions to submit corrections through the appropriate process. If a correction cannot be completed before the promotion deadline, officers should ensure their CV accurately reflects their assignment history and accomplishments while pursuing the appropriate PIR correction. Ensure the CV accurately reflects the officer’s assignment and work performed. If the PIR is inaccurate or

incomplete, do not alter accurate CV information solely to match the PIR; pursue correction of the PIR through the appropriate CCHQ process.

Precept 4 – Preparedness & Deployment

40. How should extensive deployment histories be summarized?

A. Officers with extensive deployment histories should summarize deployments in the Precept 4 section by focusing on the most significant and recent missions, particularly those since the last promotion. For each selected deployment, identify the mission, role, year(s), and a concise statement of impact. Prioritize deployments that best demonstrate increasing responsibility, leadership, scope, and contribution to public health response. Avoid lengthy task lists or duplicative entries and remain within the overall CV page limit.

For example, if any officer has been on X deployments during their career, they may choose to include this as one line in their CV coversheet to summarize the deployments as follows on their CV cover page: deployed X days across X missions providing direct care to over X patients.

41. What counts as a CCHQ deployment versus an agency response?

A. A CCHQ deployment is a deployment formally coordinated by Commissioned Corps Headquarters. An agency response is a public health response activity conducted within or across agencies, that are outside the scope of an officer's normal responsibilities, that is not designated as a CCHQ Deployment. Officers should list these separately in the Precept 4 section and describe the mission, their role, impact, and dates/year(s). Refer to the CV Format Instructions (Preparedness and Deployment Support section).

42. What qualifies as CCHQ-directed deployment/readiness training?

A. CCHQ-directed readiness and deployment-related training and/or exercise activities are focused on public health or emergency response and deployment preparedness beyond required PHS training (e.g., RAM events). The guidance is not exhaustive; qualifying training may be available beyond CCHQ offerings. Refer to the CV Format Instructions (Preparedness and Deployment Support section).

43. Where should prolonged details and TDYs be documented?

A. TDYs (outside the normal scope of current responsibilities), detail assignments, and acting positions should be documented under Precept 3 when they demonstrate career progression, leadership, responsibility, influence, and impact. Detail assignments lasting more than 90 days should also be documented in the eOPF, including TDY assignments. If the detail or TDY effectively functioned as a distinct assignment, the CV should make the role, dates, responsibilities, scope, and impact clear rather than treating it as a minor collateral activity. Refer to the CV Format Instructions (Precept 3 section).

44. How should officers document readiness if they volunteered but were not deployed?

A. If an officer volunteered but was not deployed, the volunteer status itself is not identified in the CV guidance as a deployment activity to list and should not be documented. Officers should instead document qualifying readiness activities they completed, such as CCHQ-directed deployment/readiness training or exercises and describe how those activities strengthened their preparedness to respond.

45. Can mentoring include non-PHS personnel?

A. Mentoring is not limited to PHS officers, for example mentoring in one's professional capacity. Officers may include formal or informal mentoring relationships that demonstrate meaningful impact.

46. Where should professional organizations unrelated to USPHS or the agency be listed?

A. Document leadership roles and contributions to professional/specialty organizations and other uniformed services in the Professional/Specialty Organization, Uniformed Services section of Precept 4, when the officer has a meaningful role and can demonstrate impact. General membership should not be listed. Include the organization, role, dates, and a concise impact statement describing the work performed and its significance. Refer to the CV Format Instructions (Commissioned Corps Leadership and Professional Stewardship section).

Publications, Awards & Professional Activities

47. Where should awards be documented?

A. Awards should not be listed in a separate Awards History section. Instead, document the underlying accomplishment and associated impact in the most appropriate precept. Placement depends on where the work was performed and where the impact was realized. For example, agency-related awards generally under Precept 1 or 3, and Corps, deployment, or professional-organization awards under Precept 4. Refer to the CV Format Instructions (Department/Agency Collateral Activities section – Special Note).

48. Where should publications and presentations be documented?

A. Publications and presentations may be documented under the promotion precept that best reflects their purpose and impact.

Precept 1 or Precept 3 if they relate to Department/Agency contributions.

Precept 2 if they relate to professional and career development.

Precept 4 if they relate to Commissioned Corps service.

Officers should avoid duplicating the same publication or presentation across multiple precepts and should emphasize the associated impact, leadership, or application of professional skills rather than simply listing the activity.

49. Where should agency boards, advisory committees, and steering committees be listed?

A. Agency boards, advisory committees, and steering committees should generally be listed in the Department/Agency Collateral Activities section when they are responsibilities above and beyond the officer's primary job duties under Precept 3. Commissioned Corps committees and activities should be documented under Precept 4.

Career Guidance & ECQs/Leadership Competencies

50. Where can the Career Progression Guidance document be found?

A. The Career Progression Guidance is available on CCMIS [here](#).

51. What are the applicable KSAs referenced in the guidance?

A. The Career Progression Guidance does not prescribe a universal list of KSAs. Officers should describe the knowledge, skills, and abilities acquired through their education, training, credentials, and professional experience, and explain how they have been applied.

52. Which Executive Core Qualifications (ECQs) should officers reference given the recent updates?

A. While the Office of Personnel Management (OPM) updated the Executive Core Qualifications (ECQs), the Career Progression Guidance itself uses the ECQ terminology, including Leading Change, Leading People, Results Driven, Business Acumen, and Building Coalitions, along with competencies such as Strategic Thinking, Problem Solving, Influencing, and Negotiating. Thus, for PY 2027, officers should use the ECQs identified in the Career Progression Guidance. These ECQs will be posted as a reference for Promotion Year 2027 on [CCMIS](#).

53. Where can officers find current Office of the Assistant Secretary for Health (OASH) and Office of the Surgeon General (OSG) priorities?

A. For priorities of OASH, please visit: <https://health.gov/priorities>. For priorities of OSG, please visit: <https://www.hhs.gov/surgeongeneral/priorities/index.html>

Promotion Process

54. Is there a phase-in period for the new CV format?

This CV is effective immediately beginning with Promotion Year (PY) 2027.

55. How strictly will the page limit and formatting requirements be enforced?

A. Officers should treat the five-page limit as mandatory. The CV is limited to one cover page plus four additional pages. Minor formatting modifications are acceptable:

- Combining impact statements under Precept 2
- Adjustments to the number of bullets under Precepts 1 and 3 when an officer has recently transferred assignments or agencies
- Use of margins at least >0.5 inches on all sides

To support readability and consistency, officers should maintain margins of at least 0.5 inches and use an 11 or 12-point font.

As in previous years, board members will be able to indicate if a CV in the previous format and/or the page is more than five pages (1 page cover sheet and 4 pages for the CV body).
