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Leadership, Development and the Promotion Process

**What you Need to Know to Help you
Get Promoted!**





Your eOPF

A Road Map of Your Career

- What does your eOPF say about your career and your potential?
- What the promotion board sees and what they don't see.

Promotion Boards- What they Do See

- 🔍 COERs
- 🔍 PIR
- 🔍 CV
- 🔍 Continuing Education Summary
- 🔍 OS & ROS
- 🔍 Letters of appreciation
- 🔍 Awards
- 🔍 Licenses/Certifications/Credentials



Promotion Boards- What they Don't See

- Medical information
- Compensation information
- Personal information: marriage/divorce, birth certificates, insurance
- Previous board scores
- Previous OS/ROS
- Readiness Status
- Documents that haven't been submitted



Category Benchmarks

- 5 Promotion Precepts that describe the “Best Qualified” officer for a specific category at a specific grade
- Promotion Precepts identical for all categories
- No officer is expected to meet all the standards for all precepts
- Not a checklist of activities, quality and impact more important than quantity of activities

Promotion Precepts

(Applicable to All Classifications of Promotion)

| <i>Precept</i> | <i>What's included?</i> | <i>Wt.</i> |
|--|---|------------|
| Performance | COER, awards, ROS | 40% |
| Professional Qualifications | License, Advanced Degrees, Certifications, CEUs | 15% |
| Career Progression/ Potential | Increased responsibility, billet, mobility, collateral duties | 25% |
| Prof. Contributions to the Corps (Officership) | PAC, JOAG, OBC, uniform, recruitment, mentoring, PHS support activities | 15% |
| Response Readiness/OFRD | Meets/Does not meet Board doesn't score this | 5% |



Promotion Benchmarks

- The Precepts are composed of factors
- Benchmarks are given for each factor at various grade levels
- Identical Benchmarks for all categories for precepts 1, 4 and 5
- Benchmarks for precepts 2 and 3 are category specific



Overview of your eOPF

- Review the overall appearance of your eOPF
 - Are scanned items clear and easy to read, not grainy or have dark lines running through them? Items scanned in upside down will be corrected, however, marred or faded copies will appear to the board as you see them
 - Make sure all required documents are in the correct section if not email to phsopffix@hhs.gov



Overview of your eOPF

- Make sure your PIR is in sync with your eOPF
- Continuing Education Section- What did you do to broaden your scope of knowledge, does your category require a CE summary sheet?
- Special Skills Documents- examples are certifications in scuba diving, private pilot's license, commercial vehicle license



Overview of your eOPF

- Do your eOPF documents read like “Alphabet Soup”?
- In other words, are so many abbreviations used that board members from other agencies will not understand?
- Remember in general:
 - the promotion board is made up of multiple agencies that may not recognize the acronyms
 - Don't describe in so much detail that those not familiar with your job are lost in the minutia, stick to measurable impact!



Overview of your eOPF

- Curriculum Vitae
 - Don't use small font sizes, harder to read
 - Describe your job duties so that others can understand
 - More is not necessarily better here, include key pieces of information in as few pages as possible
 - Use benchmark words when possible i.e. "collateral", so easily spotted by the board
 - Have a "seasoned" colleague look over your CV, preferably a CO and preferably in your category



Overview of your eOPF

- Even if nothing has changed in your CV, make sure you review it and title it with a current date, not a previous year's date.
- Make it easy on the Promotion Board to see your best accomplishments and qualities
- Keep in mind they have an average of 10-15 minutes to spend on each candidate's file



Performance

- Section 2 of your COER is a good place to sell yourself, what have your accomplishments been over the past year? Remember the Board sees all your COERs, for the last 5 years, avoid listing the same accomplishments every COER.
- Supply your rater with material, a good Section 2 lends itself to a more remarkable Section 3 (rater's comments)



Reviewing Official's Statement ROS

- ROS- Reviewing Official's Statement- strong statement of endorsement for the officer's promotion to the next higher rank. Assessment includes: leadership potential, contribution to agency mission and overall promotion readiness



ROS

- If possible, provide your RO with bullets of information to assist him/her in writing your ROS. ROS/OS can contain any significant accomplishments since your last promotion. ROS should address information that supports (by providing *different* examples) that which is found in OS, CV and COER
- ROS is NOT automatically electronically generated, once completed, must be submitted through your Liaison Office



Officer's Statement (OS) or What have you done for me lately?

- Opportunity to present why YOU should be promoted,
- Describe all significant accomplishments since last promotion with respect to support of Corps Activities, commitment to visibility as an officer; and vision and expectations of a career in the Corps and Corps Mission
- OS should not be identical to ROS. Use examples different from those in the OS.



OS

- Only current year's OS and ROS are available for promotion board to review
- When OS is missing, may be perceived as lack of interest on the officer's part
- Between OS, ROS, CV and COER the officer has 4 opportunities to sell themselves for promotion!



Awards

- There should be a record of awards across the officer's career with increasing impacts at the regional, national or international level which may result in progressively higher awards or recognition
- Other Awards
 - Professional organizations
 - Agency and non-agency awards and recognition

PHS Promotion Board Process





Three Types of Competitive Promotions

- Temporary
- Permanent
- Exceptional Proficiency Promotion

(Medical /Dental Officers T -04 is non-competitive)

(All Categories T-02, T-03 is non-competitive)



Eligibility Requirements for Temporary Promotion

- Training and Experience Credit
- Time in Service
- Time in Grade

Temporary Promotion Eligibility

| Eligible Grade | T&E Credit Required | Time in Service Requirement | Time in Grade Requirement During Current PHS Tour |
|----------------|---------------------|---|---|
| O-2 | 4 years | None | None |
| O-3 | 8 years | None | None |
| O-4 | 12 years | 6 months on current tour as officer in the PHS Commissioned Corps (<i>as of March 1st of the year reviewed by prom board</i>) | None |
| O-5 | 17 years | 5 years (2 years must be as an officer in the PHS Commissioned Corps) | 2 years as O-4 |
| O-6 | 24 years | 9 years (3 years must be as an officer in the PHS Commissioned Corps) | 3 years as O-5 |

Permanent Promotion Eligibility

| Eligible Grade | Credit Required for Regular Corps Officers |
|-----------------------|---|
| O-2 | 7 years T&E |
| O-3 | 3 years Promotion Credit |
| O-4 | 10 years Promotion Credit |
| O-5 Restricted | 7 years Seniority Credit |
| O-5 Non-Restricted | 17 years Promotion Credit |
| O-6 | 4 years Seniority Credit |

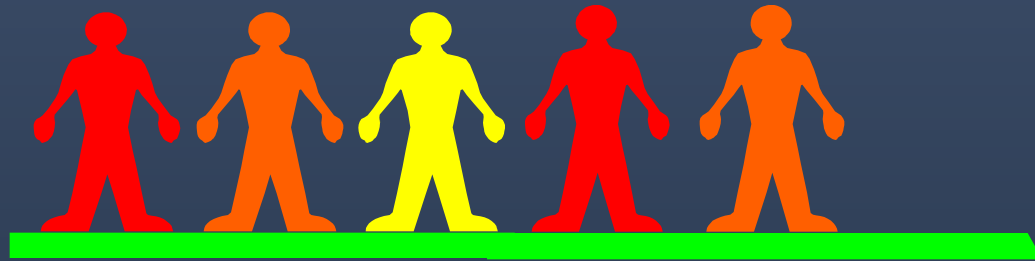
Promotion Boards

- 14 Annual Temporary and Permanent Boards
 - 1 board for each of 11 categories
 - 2 boards for Medical Category
 - 2 boards for Nurse Category
 - 1 board for the Research Officer Group
- A total of 98, O-6 officers required each year
- 5 Board Members for each Board



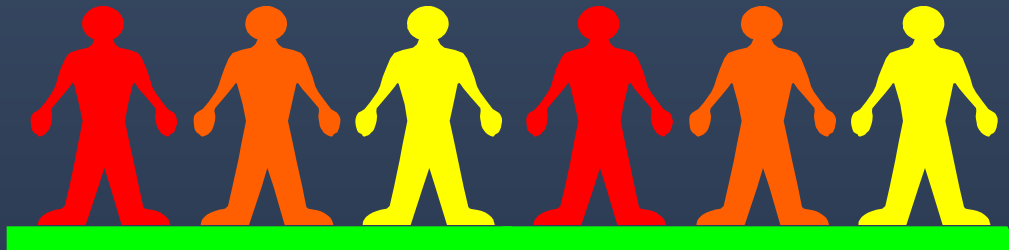
5 Board Members Representing:

- Gender
- Ethnic Diversity
- Reserve/Regular Corps
- Field Assignments



Promotion Board Members

- Appointed by the Surgeon General
- All O-6 officers and as practical, all or at least three will be from your Category
- Can only serve once every three years
- Bound by an oath to hold in confidence all officer information being reviewed





Promotion Board Score Sheets

Promotion Board Numerical Scoring

Each precept is scored 0 – 100 by each board member

0-5-10-15-20-25-30-35-40-45-50-55-60-65-70-75-80-85-95-100

– For each officer

– Excluding Precept 5 (Basic Readiness)

- Scores are averaged to obtain a Precept Score
- (Precept Score) x (Precept Weight) = Points
- Points are added to obtain a Total Score
- The Total Score determines the rank order list

TEMPORARY O-5 PROMOTION BOARD CALCULATION EXAMPLE

| | WEIGHT OF PRECEPT | RATER 1 | RATER 2 | RATER 3 | RATER 4 | RATER 5 | PROMOTION BOARD AVERAGE |
|--------------------------------|-------------------|---------|---------|---------|---------|---------|-------------------------|
| PERFORMANCE | 40% | 85 | 75 | 70 | 85 | 90 | 81 |
| PROFESSIONAL QUALIFICATIONS | 15% | 90 | 85 | 75 | 90 | 85 | 85 |
| CAREER PROGRESSION/POTENTIAL | 25% | 60 | 75 | 65 | 80 | 75 | 71 |
| CAREER OFFICER CHARACTERISTICS | 15% | 90 | 85 | 90 | 90 | 90 | 89 |

Performance = $[85 + 75 + 70 + 85 + 90] = 405 / 5 = \text{AVERAGE RATER SCORE} = \mathbf{81}$

Professional Qualifications = $[90 + 85 + 75 + 90 + 85] = 425 / 5 = \text{AVERAGE RATER SCORE} = \mathbf{85}$

Career Progression/Potential = $[60 + 75 + 65 + 80 + 75] = 355 / 5 = \text{AVERAGE RATER SCORE} = \mathbf{71}$

Career Officer Characteristics = $[90 + 85 + 90 + 90 + 90] = 445 / 5 = \text{AVERAGE RATER SCORE} = \mathbf{89}$



TEMPORARY O-5 PROMOTION BOARD CALCULATION EXAMPLE

| | PROMOTION BOARD AVERAGE | | WEIGHT OF PRECEPT | | WEIGHTED POINTS |
|--------------------------------|-------------------------|---|-------------------|---|-----------------|
| PERFORMANCE | 81 | x | 40% | = | 32.40 |
| PROFESSIONAL QUALIFICATIONS | 85 | x | 15% | = | 12.75 |
| CAREER PROGRESSION/POTENTIAL | 71 | x | 25% | = | 17.75 |
| CAREER OFFICER CHARACTERISTICS | 89 | x | 15% | = | 13.35 |

TOTAL POINTS **95%** **Sum = 76.25**

Precept score x precept weight = Weighted points per precept

Sum of the weighted points = Final total points

FINAL POINTS = 76.25 + 5 = 81.25 if basic qualified at the pre-board check

Recommended or Not Recommended

- Recommend – If the success rate was 100%, this officer should be promoted.
- Not Recommend – This officer should not be promoted and should be reviewed for retention.
- Defer (T grade only) – This officer is not ready for promotion to the next rank.
- Majority rules – the overall recommendation is determined by the majority: 3 of 5 board members



Review of Scores

Once all board members have scored all the officers, they review the findings to:

- Compare rank orders among the board members
- Discuss any obvious outliers
- Ensure accuracy and consistency of scoring
- Discuss all “Not Recommends” and “Defers”

Success Rates

- Determined by the ASH based on requirements of the Corps in each grade
- Two restrictions: Category and Grade
- Once the rank order is completed, the success rate is applied for each restriction
- $(\# \text{ of officers eligible}) \times (\text{success rate}) = \# \text{ of officers promoted}$

Example of Rank Order List

Medical Officer Eligible for Temporary O-5

- 35 medical officers eligible for T05
- Success rate of 45%

$$35 \times .45 = 15.75 \rightarrow \text{Rounded to } 16$$

On the rank order list, draw a line under the officer ranked 16th. His/her total score becomes the cutoff score.

Copy of Rank Order List

Final Rank Order List for Officers Considered for Promotion for Board: 07SP016 (100%)



Report Printed: 03/09/2007
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Grade Eligibility: P05

| Rec | Officer Name | PHSNO | Corps | Reg Count | Grd Sls | 100% AVG | Brd Rec | RATER 1 AVG | RATER 2 AVG | RATER 3 AVG | RATER 4 AVG | RATER 5 AVG |
|-----|--------------|-------|---------|-----------|---------|----------|---------|-------------|-------------|-------------|-------------|-------------|
| 1 | | | Regular | 1 | P05 | 92.75000 | Y | 100.00 | 96.05 | 100.00 | 78.95 | 86.84 |
| 2 | | | Regular | 2 | P05 | 91.75000 | Y | 97.11 | 88.42 | 99.21 | 78.95 | 92.89 |
| 3 | | | Regular | 3 | P05 | 90.65000 | Y | 100.00 | 91.32 | 97.11 | 75.26 | 87.11 |
| 4 | | | Regular | 4 | P05 | 90.45000 | Y | 95.79 | 93.95 | 93.68 | 86.58 | 79.74 |
| 5 | | | Regular | 5 | P05 | 89.95010 | Y | 98.68 | 88.69 | 93.42 | 78.32 | 90.00 |
| 6 | | | Regular | 6 | P05 | 89.95000 | Y | 94.21 | 93.95 | 94.74 | 80.00 | 84.21 |
| 7 | | | Regular | 7 | P05 | 89.75000 | Y | 97.89 | 93.68 | 92.37 | 76.84 | 85.26 |
| 8 | | | Regular | 8 | P05 | 89.10000 | Y | 97.11 | 86.32 | 95.79 | 72.89 | 90.53 |
| 9 | | | Reserve | | P05 | 88.80000 | Y | 97.11 | 92.11 | 92.89 | 76.32 | 82.63 |
| 10 | | | Reserve | | P05 | 88.75020 | Y | 95.79 | 90.79 | 90.79 | 78.42 | 85.00 |
| 11 | | | Reserve | | P05 | 88.75000 | Y | 97.89 | 89.74 | 92.37 | 77.63 | 83.16 |
| 12 | | | Reserve | | P05 | 88.65000 | Y | 95.00 | 93.42 | 94.47 | 68.68 | 88.68 |
| 13 | | | Regular | 9 | P05 | 88.55000 | Y | 97.89 | 86.05 | 93.16 | 78.95 | 83.68 |
| 14 | | | Regular | 10 | P05 | 88.25000 | Y | 97.11 | 88.95 | 87.63 | 87.63 | 76.84 |
| 15 | | | Regular | 11 | P05 | 87.90000 | Y | 91.32 | 91.58 | 93.68 | 78.68 | 81.05 |
| 16 | | | Reserve | | P05 | 87.60000 | Y | 100.00 | 91.05 | 88.95 | 72.63 | 82.11 |
| 17 | | | Regular | 12 | P05 | 87.55000 | Y | 100.00 | 87.63 | 92.89 | 69.21 | 84.74 |
| 18 | | | Regular | 13 | P05 | 87.20000 | Y | 97.11 | 94.47 | 93.16 | 68.16 | 79.74 |
| 19 | | | Reserve | | P05 | 86.75000 | Y | 99.21 | 89.47 | 84.74 | 76.05 | 80.79 |
| 20 | | | Reserve | | P05 | 86.60000 | Y | 92.37 | 91.58 | 85.26 | 75.00 | 65.26 |
| 21 | | | Reserve | | P05 | 86.20000 | Y | 97.89 | 87.44 | 84.94 | 68.16 | 80.00 |
| 22 | | | Regular | 14 | P05 | 85.95020 | Y | | | | 32 | 83.95 |
| 23 | | | Reserve | | P05 | 85.95000 | Y | | | | 58 | 82.63 |
| 24 | | | Reserve | | P05 | 85.70000 | Y | | | | 26 | 82.63 |
| 25 | | | Reserve | | P05 | 85.50000 | Y | | | | 37 | 72.63 |
| 26 | | | Reserve | | P05 | 85.15000 | Y | | | | 32 | 73.95 |
| 27 | | | Reserve | | P05 | 85.05000 | Y | | | | 58 | 82.89 |
| 28 | | | Reserve | | P05 | 84.85000 | Y | | | | 32 | 71.84 |
| 29 | | | Reserve | | P05 | 84.50000 | Y | | | | 47 | 80.00 |
| 30 | | | Reserve | | P05 | 84.45000 | Y | | | | 84 | 78.68 |
| 31 | | | Reserve | | P05 | 84.10000 | Y | 90.79 | 82.63 | 81.58 | 78.95 | 82.37 |
| 32 | | | Reserve | | P05 | 84.00000 | Y | 98.42 | 83.68 | 88.42 | 70.00 | 75.26 |
| 33 | | | Reserve | | P05 | 83.85000 | Y | 97.89 | 76.58 | 86.58 | 77.11 | 76.84 |
| 34 | | | Regular | 15 | P05 | 83.80000 | Y | 92.89 | 82.89 | 86.58 | 77.63 | 74.74 |
| 35 | | | Reserve | | P05 | 83.75000 | Y | 92.89 | 84.21 | 87.89 | 78.16 | 71.32 |

All were recommended but not successful



Identical Scores (Tie Breakers)

- Higher permanent grade has relative standing over lower permanent grade
- Seniority Credit Date (PIR)
- Years of active duty PHS Commissioned Corps Service
- Years of active duty service in any Uniformed Service and at any rank

Administrative Requirements

Regardless of score, these must be met in order to be promoted

- Annual COERs on file (last 5 years) (T grade)
- A current satisfactory COER
- Valid license, if required
- No current or pending adverse actions
- Meet & maintain basic level of readiness*

Permanent Grade Only

- Current 5 year physical exam in MAB
- Report of Medical History (DD2807-1) and “Disclosure Statement” within 1 year in MAB

To Receive any Promotion

Officers Must Meet **and** Maintain Basic Readiness Status

OCCO performs a pre-board (Dec. 2010) and a post-board (March 2011) Readiness check

Officers not Basic Ready at the pre-board check will receive an automatic *Not Recommend** for promotion.

Officers not Basic Ready at the post-board check will be removed from the promotion pool, regardless of score.

*Temporary grade – Also referred to a Retention Review Board

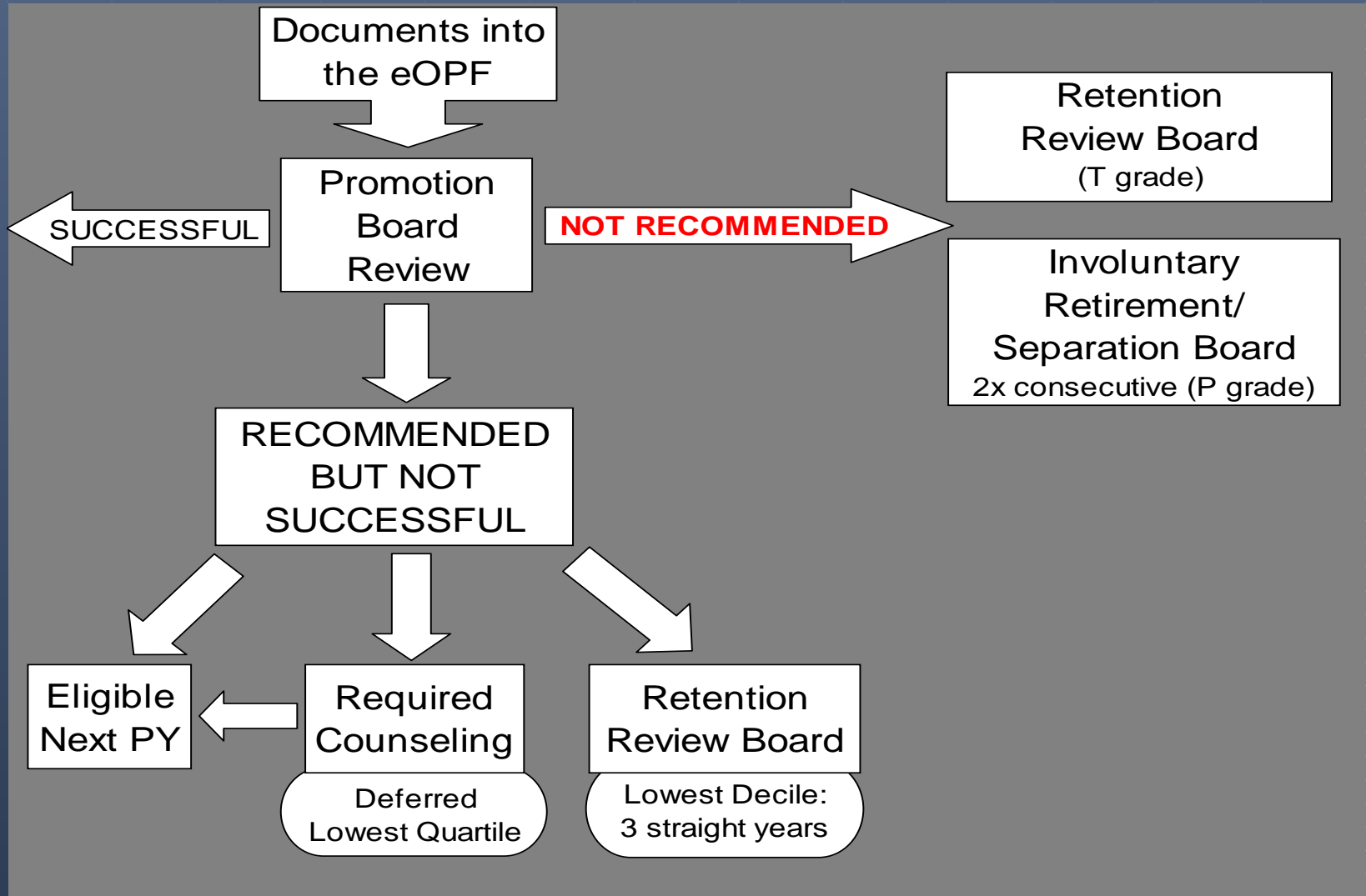
Unsuccessful Promotion Attempts

Amendment to the Three and Freeze Policy for Temporary Grade

All officers who:

- Are “recommended” by the Promotion Board, but not successful, will continue to be eligible for review in the future.
 - Except those who scored in the **bottom 10% for 3 consecutive years** will be referred to a Retention Review Board
- Fail to meet **basic readiness standards** will receive a *Not Recommend* and will be referred to a Retention Review Board.
 - Excluding officers with a previously approved waiver in place
- Receive a *Not Recommend* from the Promotion Board will be referred to a Retention Review Board.
- Score in the **bottom 25%** and are not successful, will be required to engage in career counseling with their supervisor and CPO.

Unsuccessful Promotion Attempt





Exceptional Proficiency Promotion

- Nominations are based on the possession of unusual levels of training and/or professional experience, or, unique qualifications
- Officer can only be nominated by Agency once per grade
- Agencies receive quotas (5% of total eligible for EPP)
- Board is unaware of which officers are EPP nominees and which are eligible in their own right



Criteria for Exceptional Proficiency Promotion Nominations

- Cannot be eligible in their own right
- Officer has held his/her temporary grade for at least 1 year as of 1 March
- Officer must meet the time in grade requirements
- Officer is in compliance with Standards of Conduct, licensure, COER and readiness requirements
- Officer is currently in a billet of the grade they're seeking.

Exceptional Proficiency Promotion Eligibility

| Eligible Grade | T&E Credit Required | Time in Service Requirement | Time in Grade Requirement During Current PHS Tour |
|----------------|---------------------|--|--|
| O-2 | 4 years | None | 1 year as O-1 (as of 3/1) |
| O-3 | 8 years | None | 1 year as O-2 (as of 3/1) |
| O-4 | 12 years | 6 months on current tour as officer in the PHS Commissioned Corps <i>(as of March 1st of the year reviewed)</i> | 1 year as O-3 (as of 3/1) |
| O-5 | 17 years | 5 years (2 years must be as officer in the PHS Commissioned Corps) | 1 year as O-4 (as of 3/1) 2 years as O-4 (during PY cycle) |
| O-6 | 24 years | 9 years (3 years must be as officer in the PHS Commissioned Corps) | 3 years as O-5 (during PY cycle) |

Must meet TIG. Can meet TED or TIS, but not BOTH



Exceptional Proficiency Promotion

- OCCO will only recognize nominations from STAFFDIV Heads, Agency/OPDIV Heads, and Directors of non-DHHS agencies to which officers may be detailed
- In other words....Officers cannot nominate themselves



Exceptional Proficiency Promotion

- An officer will be advised by the agency of the EPP nomination effort so they can prepare their Official Personnel Folder
- Similar to Temporary Promotion consideration, Officer and Reviewing Official Statements must be submitted on the officer's behalf

Exceptional Proficiency Promotion

- Officers transferring from a *nominating* agency will be removed from consideration unless:
 - supported by the *receiving* agency and
 - the *receiving* agency has not reached it's 5% quota
- EPP candidates are subject to all consequences of low scoring or a *Not Recommend/Deferral*



CCMIS

Promotion Information Website

- CCMIS Website, Under “Services”
 - Select “Promotion Information” from drop down menu.
- The Promotion Information Web site has important guidance and links to assist officers in preparing for promotion including, Category Benchmarks, Officer Statement (OS) and Reviewing Official (ROS) forms and instructions, and a description of the promotion process.



What's going to help YOU get promoted?

Take responsibility for your promotion

- Ensure your eOPF and PIR are accurate
- Be aware of visual presentation of documents – appealing to the eye and not overwhelming- beware of small font- more isn't necessarily better
- Compare the benchmarks and precepts
- Seek mentoring/career counseling from a senior officer in your category
- This is not a process you should start 3 months before your promotion, takes career planning



A Few Points About Leadership, Career and Promotion

- Always do what you love (in other words, don't sacrifice what you love doing for promotion unless it's part of your strategic plan).
- Strategic plan- it is okay to transfer into a position that appears to be less responsibility or a lower billet, if you can justify the reason.
 - Changing agencies, stepping stone in learning a new field
 - Justify in your OS, Section 2 of your COER



A Few Points About Leadership, Career and Promotion

- Leadership can be across many domains
 - Higher billets, assume more responsibility and independence in assignments or collateral duties
 - Taking on leadership roles in professional organizations
 - Serving in leadership role on PAC subcommittees
 - Mentoring
- Leadership needs to be demonstrated throughout the officer's career not just when approaching higher promotion grades.



In Summary: Promotion Preparation IS YOUR RESPONSIBILITY!

- Officers should review the following:
 - Electronic Official Personnel File (eOPF)
 - Fax: 301-480-1436 or 301-480-1407
 - Promotion Information Report (PIR)
 - Curriculum Vitae (CV)
 - Commissioned Officers' Effectiveness Report (COER)
 - Officer's Statement (OS)



Summary

- Officers should review the following:
 - Reviewing Official Statement (ROS)
 - Promotion, Readiness, Leadership, Mission
 - Career Counseling/Category Benchmarks
 - Physical Examination Requirements for Permanent Promotion
 - Licensure/Certifications



Summary

- Please make sure when submitting documents they are submitted to the proper area
 - Medical forms must go to MAB whether for readiness or physical exam requirements
- Make sure to read instructions when sending/faxing/mailing documents, if sent to the wrong place they may be lost



Contact Information

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