



Analysis of HSO Promotable Officer Survey Results (PY 2013-14)

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Background



- Intent of survey
 - At request of HSO leadership, HSPAC tasked with compiling a “Promotable Officer Profile” to assist HSOs in career and promotion planning
- Who received survey
 - All HSOs selected for promotion (Temp and/or Perm) in PY13 and PY14
- When received
 - Via e-mail from HSPAC Chair on 31Jul14
 - Reminder e-mail from HSPAC Chair on 22Aug14
- How survey completed
 - Commercial “Survey Monkey” website



Data Points Collected



- Promotion cycle
- Current billet grade
- Current Temp and Perm grade
- # Years in USPHS CC
- Overall COER score
- Highest Indiv USPHS award received
- # Indiv USPHS honor awards
- # Unit USPHS honor awards
- Total # USPHS service awards
- # Deployments
- # Billet Transfers
- Prevalence of officers who are Supervisors
- Commissioning Degree
- Add'l Degree(s)
- Compliance w/ Cont. Education req'ment
- Add'l Public Health training or certification(s)
- Involvement as Agency-level Committee leader
- Participation in HSO Mentoring Process

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Survey Limitations



- Self-reported data has inherent limitations
- Multiple e-mail addresses for HSOs could mean multiple survey completions for one officer
- Lack of inclusion of non-selects for PY13 and PY14
 - No correlational analytics possible without this subset of overall population



General Survey Results



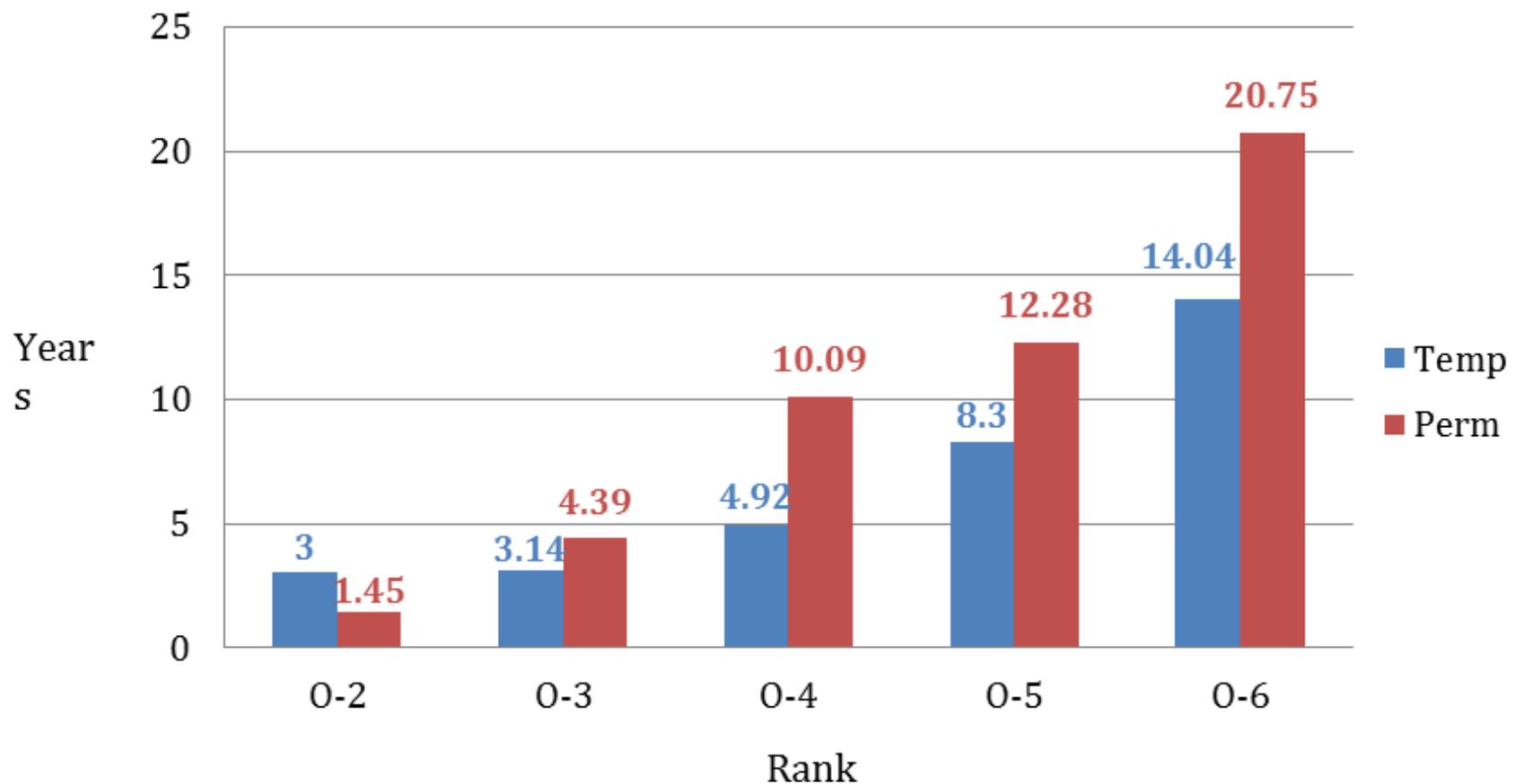
- 315 of 366 officers completed survey
 - 86.06% completion rate
 - 189 Temporary
 - 137 Permanent
- Data grouped by Promotion Type (Permanent or Temporary), not by Promotion Year
 - No significant differences found from PY13 to PY14
 - Provides more robust initial data set for future comparisons



Mean Years in USPHS



Figure A: Number of Years in USPHS Commissioned Corps, Temporary and Permanent Promotion, PY 2013 and 2014

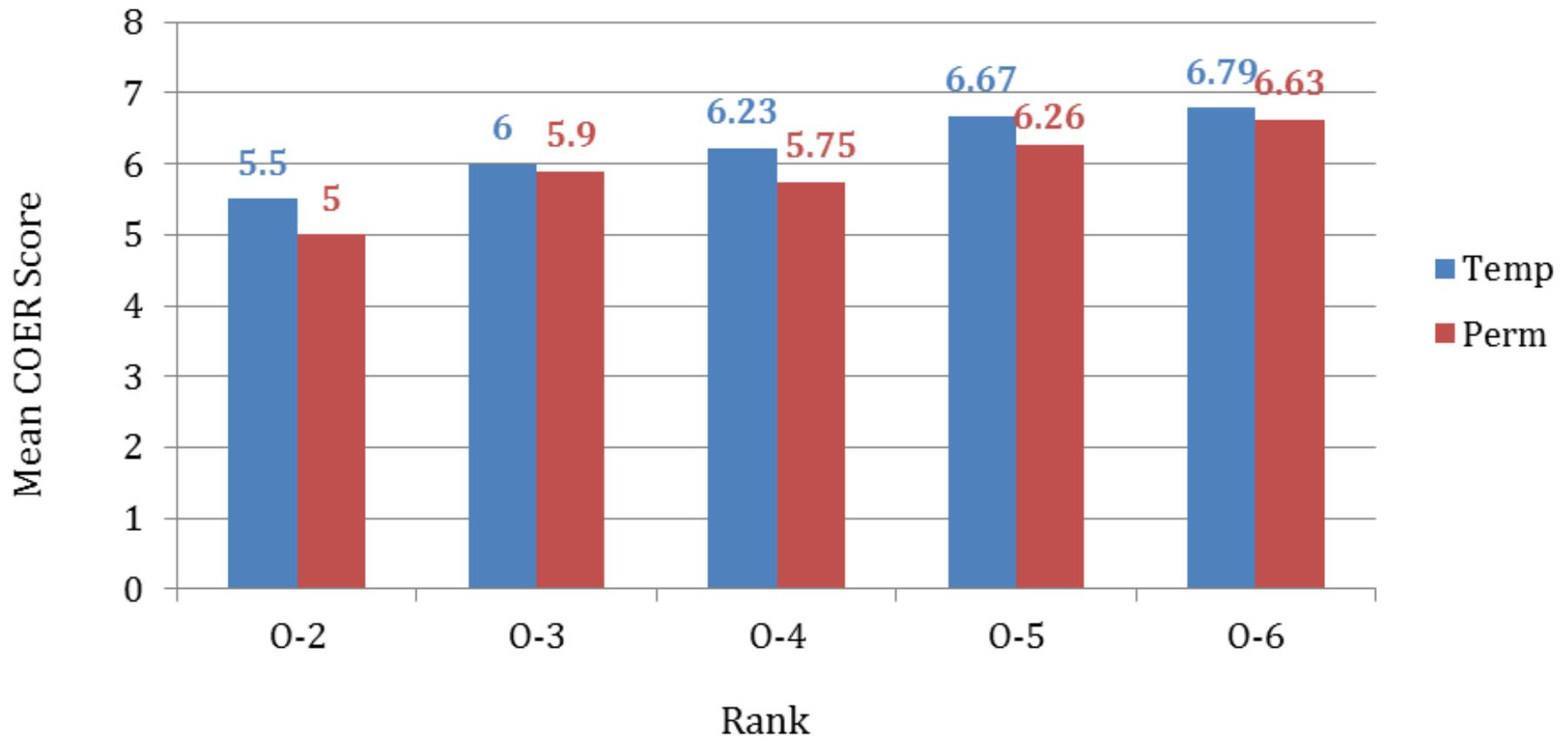


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Mean Overall COER Scores



Figure B: Overall COER Scores, Temporary and Permanent Promotion, PY 2013 and 2014



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Individual Awards



- Expected results
 - 91% of Temp O-4 had PHS CM or lower as highest Individ award; only 22% had a PHS CM as highest
 - 84% of Temp O-5 had PHS CM or lower as highest award; 57% of Temp O-5 had PHS CM as highest Individ award
 - 21% and 25% of O-6 Perm and Temp (respectively) reported OSM as highest Individ award
- Unexpected results
 - 54% of Temp O-6 reported PHS CM as highest Individ award
 - Some officers selected for Temp O-5, Perm O-5 and Perm O-6 with no Individ awards
- Bottom Line: overall Individ award distributions appear to be consistent with HSO Benchmark guidance



Commissioning Degrees and Additional Degrees



- Majority of HSOs commissioned with Masters degree
 - All ranks: Temp: 66%, Perm: 60%
- Majority of HSOs do not have any additional degree(s)
 - All ranks: Temp: 54%, Perm: 56%
- Of those receiving additional degrees at Masters level
 - Temp O-4: 29%, Perm O-4: 31%
 - Temp O-5: 48%, Perm O-5: 16%
 - Temp O-6: 25%, Perm O-6: 33%
 - 17% of Temp O-6 and Perm O-6 have Doctorates
 - Highest percent of Doctorates across all ranks



Continuing Education requirements

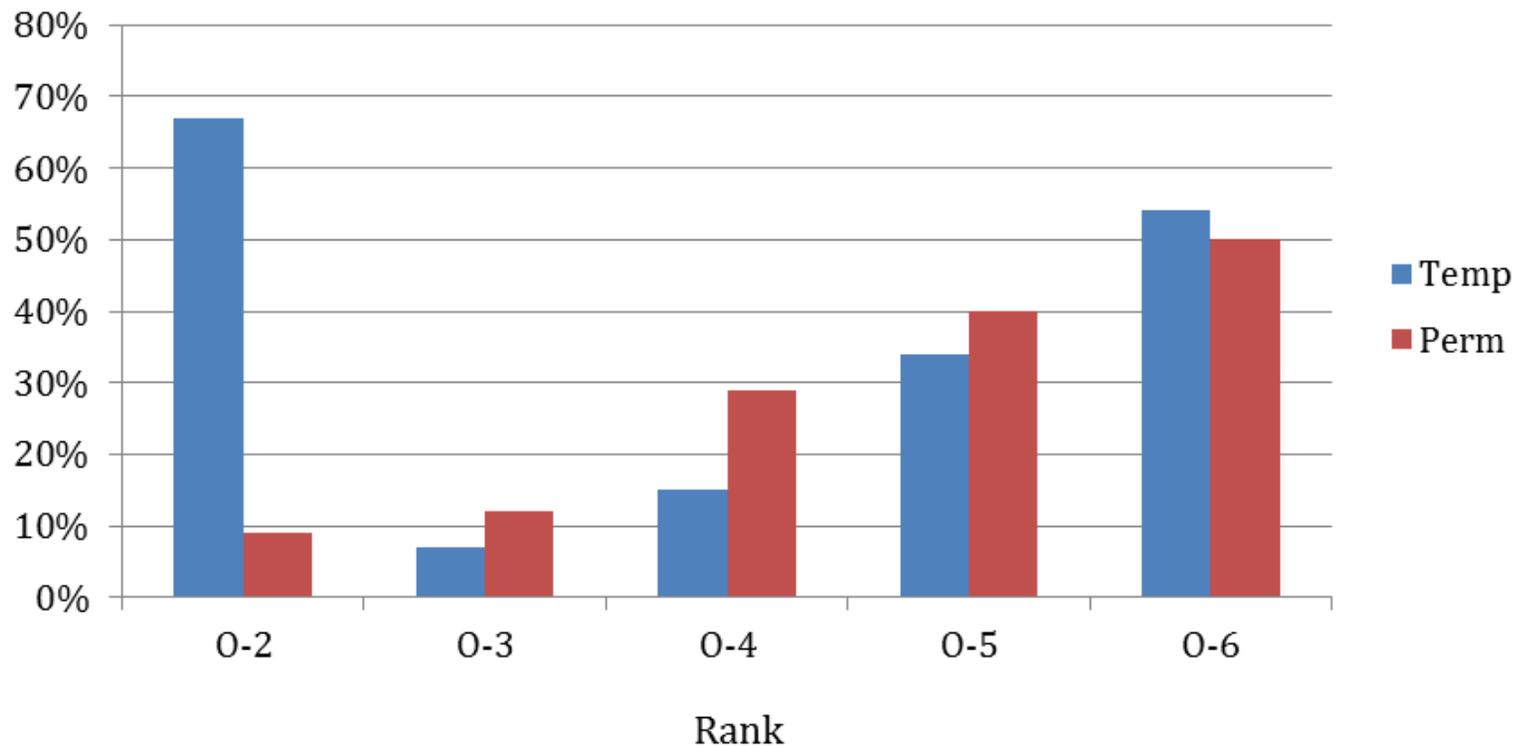


- Large majority of HSOs indicate that they meet Continuing Education requirements for their certification(s), as appropriate
- Majority of HSOs also indicate that they completed additional Public Health training/certifications
- Bottom line: both findings appear consistent with HSO Benchmark guidance

HSOs as Supervisors



Figure H: Percentage of PHS Officers Who are Supervisors, PY 2013 and 2014



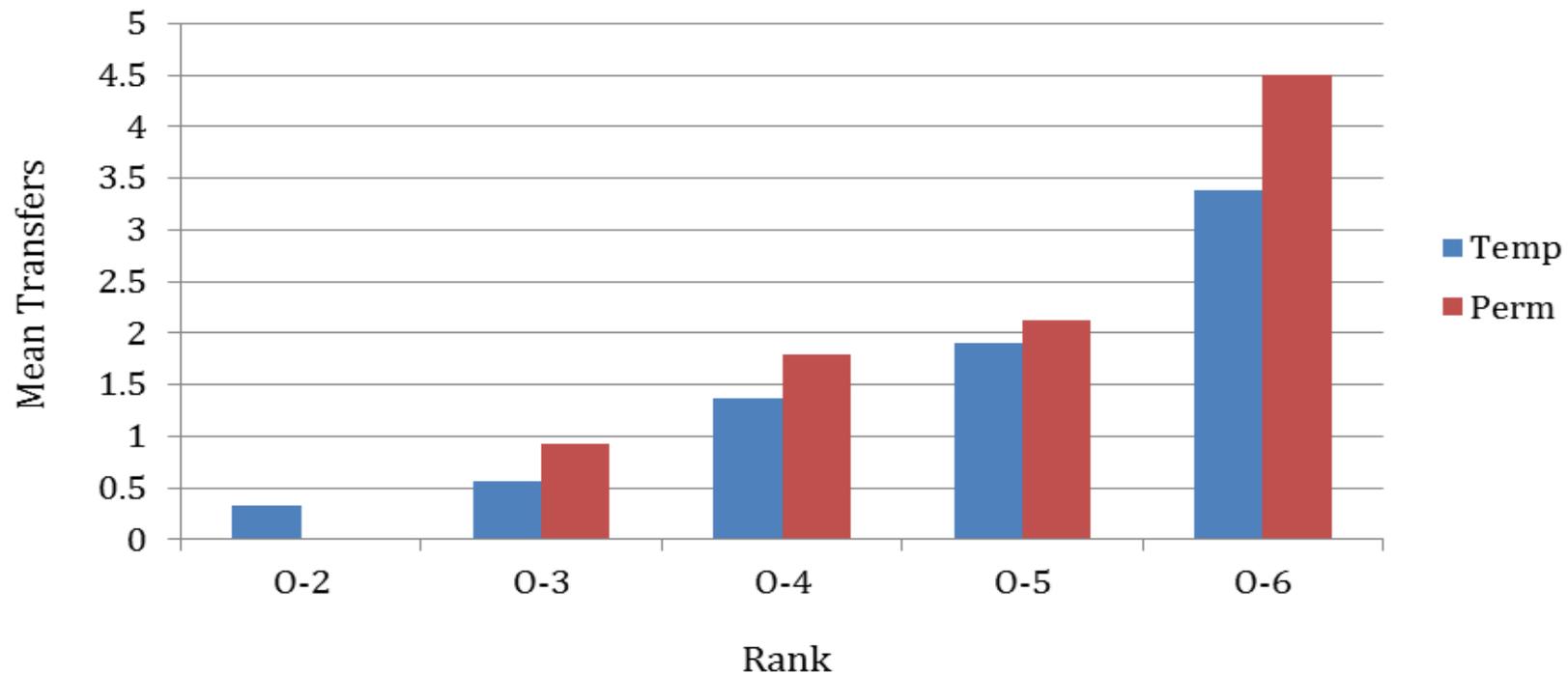
- As rank increases, opportunities to be a Supervisor appear to increase for HSOs

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Mean HSO Billet Transfers



Figure I: Officer Billet Transfers, Temporary and Permanent Promotion, PY 2013 and 2014



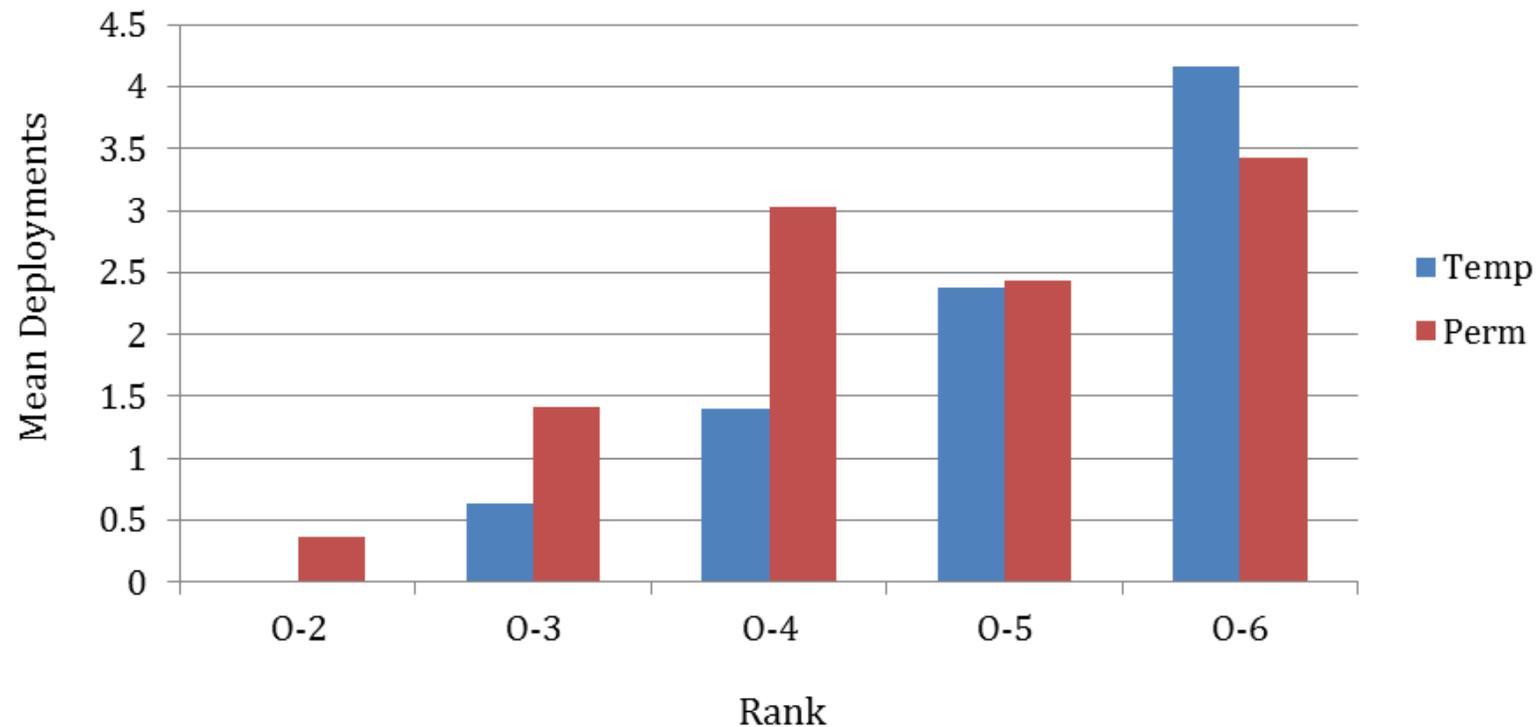
Billet transfers appear to increase in step-wise fashion as an HSO's career progresses

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Mean HSO Deployments



Figure J: Officer Deployments, Temporary and Permanent Promotion, PY 2013 and 2014



Deployments also appear to increase in step-wise fashion as an HSO's career progresses

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Participation in HSO Mentor/Mentee Process



		Temporary	Permanent
O-2	Mentor	0%	9%
	Mentee	33%	64%
	Both	0%	0%
	Neither	67%	18%
O-3	Mentor	0%	6%
	Mentee	57%	47%
	Both	0%	0%
	Neither	43%	0%
O-4	Mentor	5%	26%
	Mentee	52%	6%
	Both	6%	17%
	Neither	33%	51%
O-5	Mentor	16%	40%
	Mentee	31%	4%
	Both	18%	8%
	Neither	33%	24%
O-6	Mentor	54%	75%
	Mentee	4%	0%
	Both	13%	8%
	Neither	29%	8%

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HSO Participation in Agency Committees



- Temporary Promotion
 - O-2: 2.00
 - O-3: 1.93
 - O-4: 1.66
 - O-5: 2.56
 - O-6: 2.13
- Permanent Promotion
 - O-2: 1.45
 - O-3: 1.47
 - O-4: 2.31
 - O-5: 1.92
 - O-6: 2.17
- Agency-level Committee participation appears to increase as an HSO's career progresses, but the data appears to be less significant than other survey data points (Deployments, Billet Transfers)



HSPAC Participation Rates



- As rank increases, participation rate as “Member” or “Active Participant” increases
 - Largest increase in “Active Participant” is from Temp O-4 (16%) to Temp O-5 (46%)
 - Largest increase in “Subcommittee Chair” is from Temp O-5 (3%) to Temp O-6 (17%)
 - Temp O-5/Perm O-4 is first grade where “Subcommittee Chair” is mentioned in HSO Benchmarks
- Bottom line: HSPAC participation rates appear to be approximate to HSO Benchmarks



PAG Participation Rates



- Harder to define trends with PAG participation rates
 - “Subcommittee Chair” rate decreases from Temp O-4 to Temp O-5, but opposite occurs with “Voting Member” rates
- Overall, “Non-member” rate appears to trend downwards as rank increases
 - Temp O-3: 21%
 - Temp O-4: 20%
 - Temp O-5: 11%
 - Temp O-6: 13%
- Many Temp O-4 selectees occupy leadership roles
 - May indicate that PAG offers early opportunities for PHS leadership involvement and experience for junior officers



PHS Deployment Team Roles



- “Team Member” rates remain relatively consistent between ranks
- Leadership opportunities (“Team Commander”, “Deputy Team Commander”, “Team Lead”) appear to increase as rank increases



Advisory Group Participation Rates



- Similar difficulties with Advisory Group trends that were seen with PAG participation rates
- “Active Participation” rate slightly decreases as rank increases but...
- Some increase in Advisory Group leadership roles as rank increases
- May mean that those who were “Active Participants” at lower ranks moved on to leadership roles as they moved up in rank



COA Participation Rates



- Membership declines from rank-to-rank for Temp promotees, but fluctuates for Perm promotees
- As with other PHS activities, as rank increases, opportunities for leadership positions seem to increase as well



How to Use This Information



- Recognize limitations of the study
- Data suggests that those HSOs selected for promotion in PY13 and PY14 had promotion packages that were congruous to HSO Benchmarks
- Promotion Precepts are weighted (40%) to recognize those with strong ROS writeups, not necessarily COER scores, so writeups matter, too!
 - “The primary focus in reviewing the COER should be on the accompanying narrative rather than on the indicated value.”
- Bottom line: HSOs should continue to follow HSO Benchmarks and look for additional leadership roles at duty station and with organizations (HSPAC, PAG, et al)



Next Steps



- This assessment only describing what we have learned from the analysis of officers who were promoted.
- No conclusions are drawn since the analysis could not include officers who were considered but not promoted.
- Advocate for access to email addresses of officers who were eligible for promotion but were not promoted in order have a full picture of promotion profiles.
- Conduct the analysis on an annual basis and build on it.
- Use information gather from this analysis to build career development training and mentoring needs.



Questions

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Analysis of Promotion Trends for Health Services Officers, 2010-2014

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Overview



- Purpose:
 - To conduct an analysis of temporary and permanent promotion statistics in order to identify and characterize current promotion trends among Health Services Officers

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Methods



- Collected data from CCMIS promotion info page, which include the follow for each rank:
 - High, low, average, and cutoff promotion scores
 - Total # of eligible officers
 - Total # of promoted officers
 - Average precept scores of successful promotions
- Data were collected for:
 - Temporary promotions to O-4, O-5, and O-6 ranks from 2010-2014
 - Permanent promotions to O-2, O-3, O-4, O-5, and O-6 from 2010-2013
- Data analysis included:
 - Calculating promotion rates for each rank for each year
 - Plotting promotion rates for each rank by year
 - Promotion rates were compared to the total number of eligible officers
 - Reviewing results to discern any trends in the data

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Temporary Promotion Results

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Figure 1. Temporary Promotions Rates by Rank 2010–2014

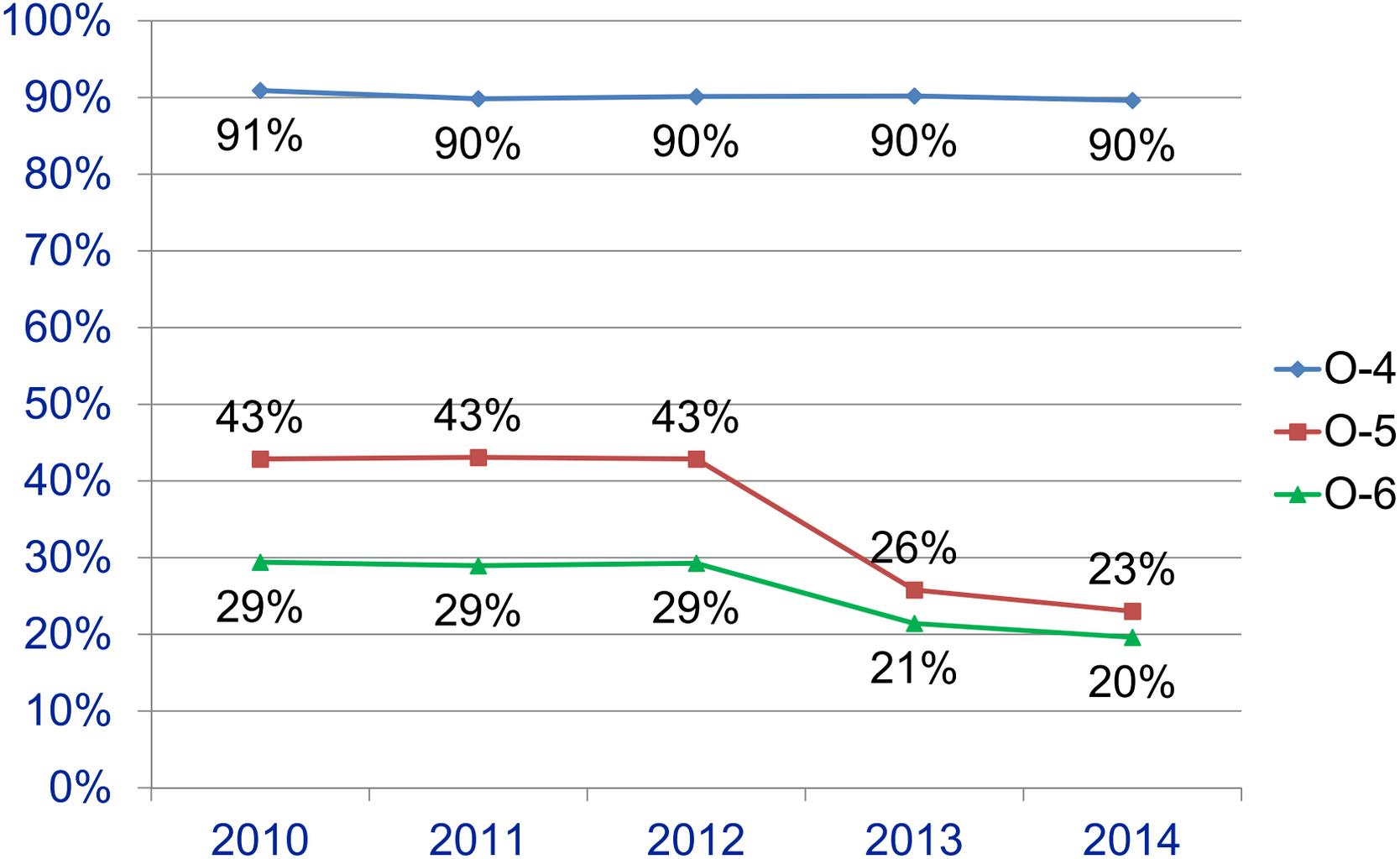
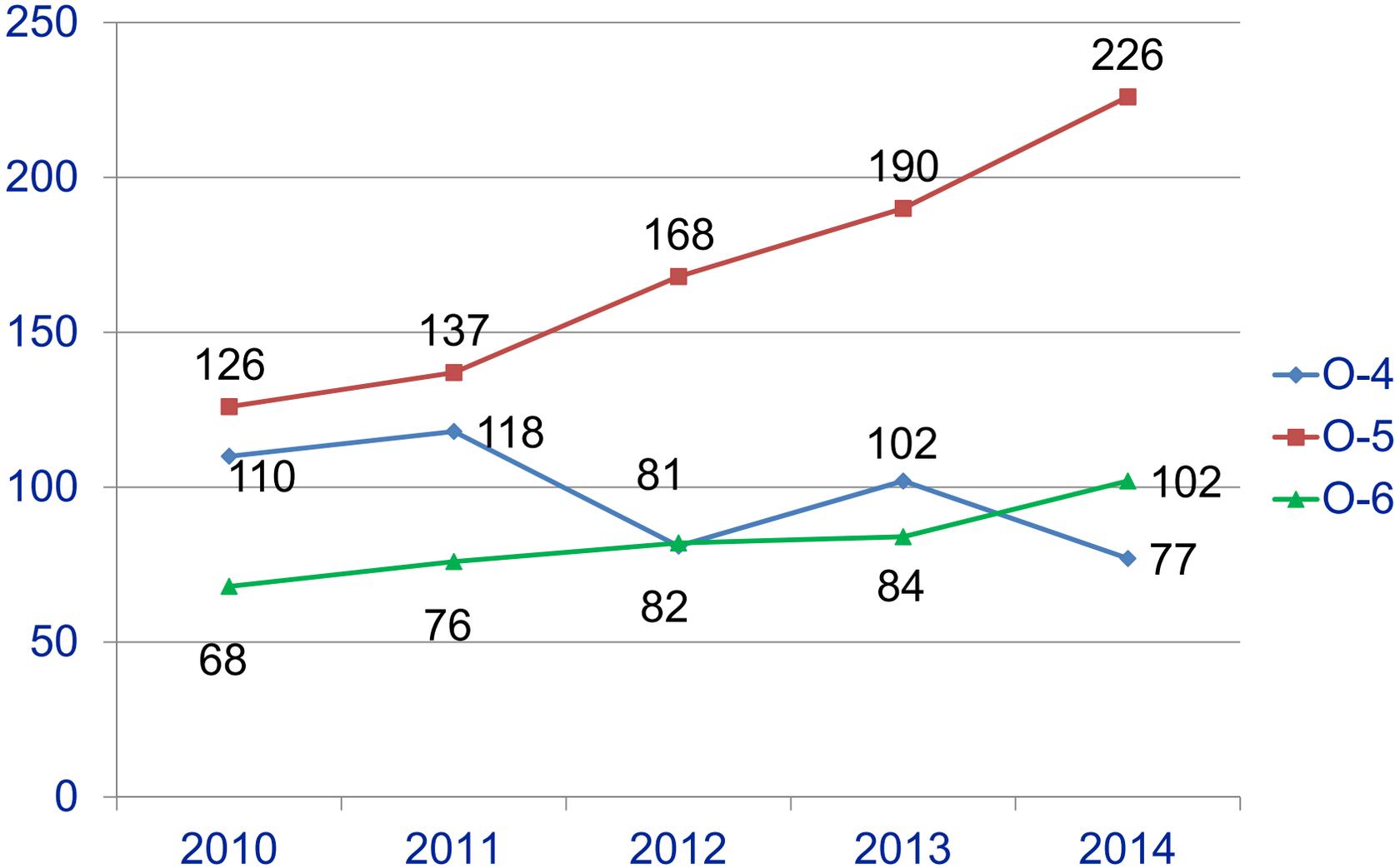


Figure 2. Number of Officers Eligible for Promotion by Rank, 2010–2014



Precept Change Trends, 2012-14*

Figure 6. Change in Average Successful Performance Score by Rank and Year

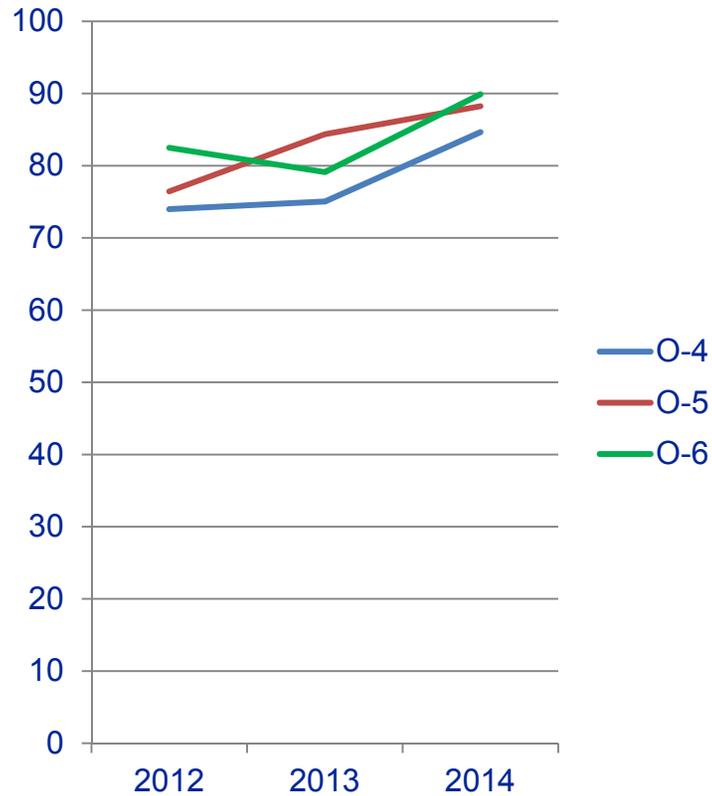
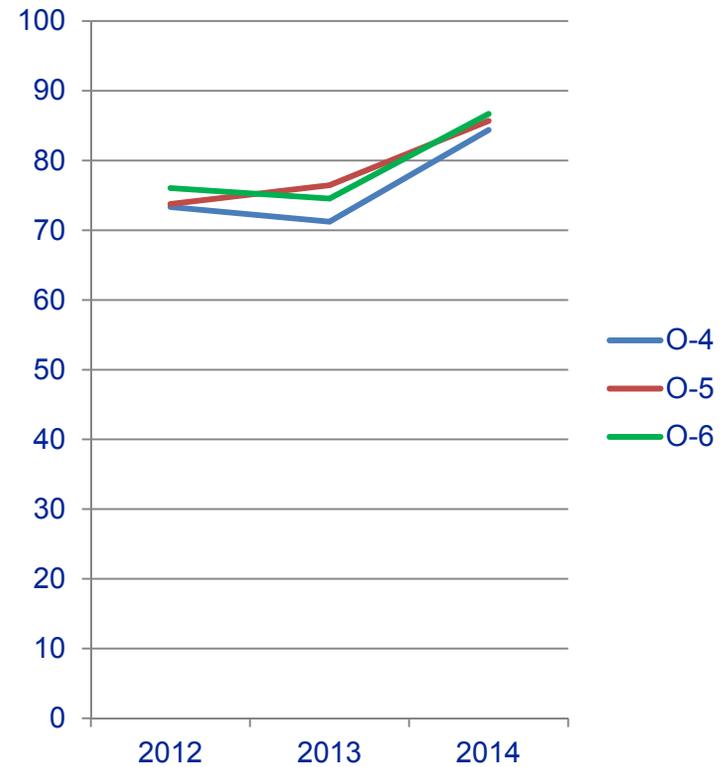


Figure 7. Change in Average Successful Professional Development Score by Rank and Year



*Precept data were not available prior to 2012

Precept Change Trends, 2012-14*, cont.

Figure 8. Change in Average Successful Career Progression Score by Rank and Year

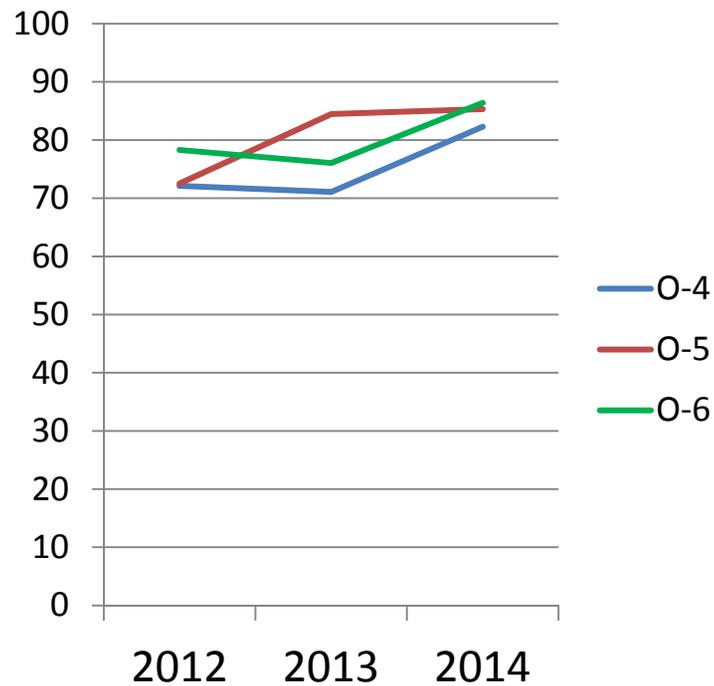
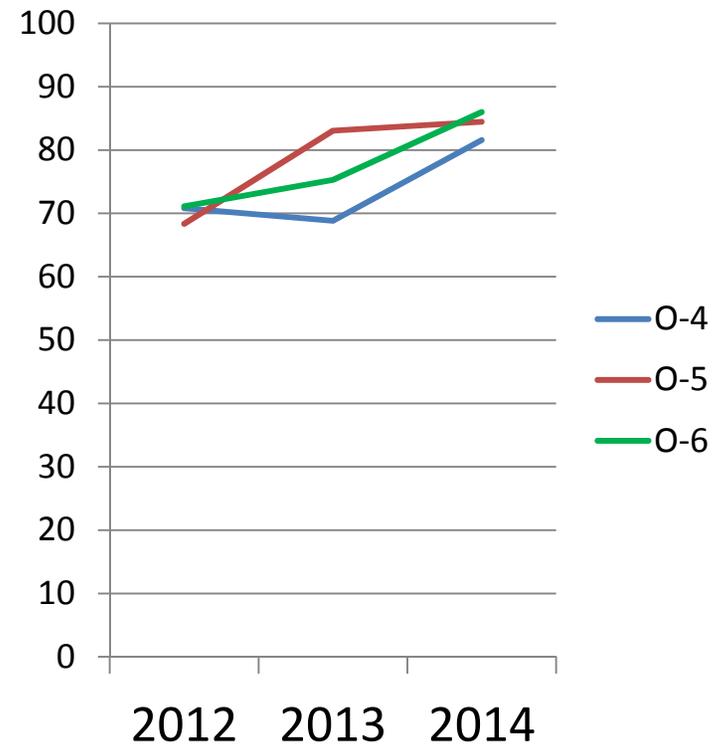
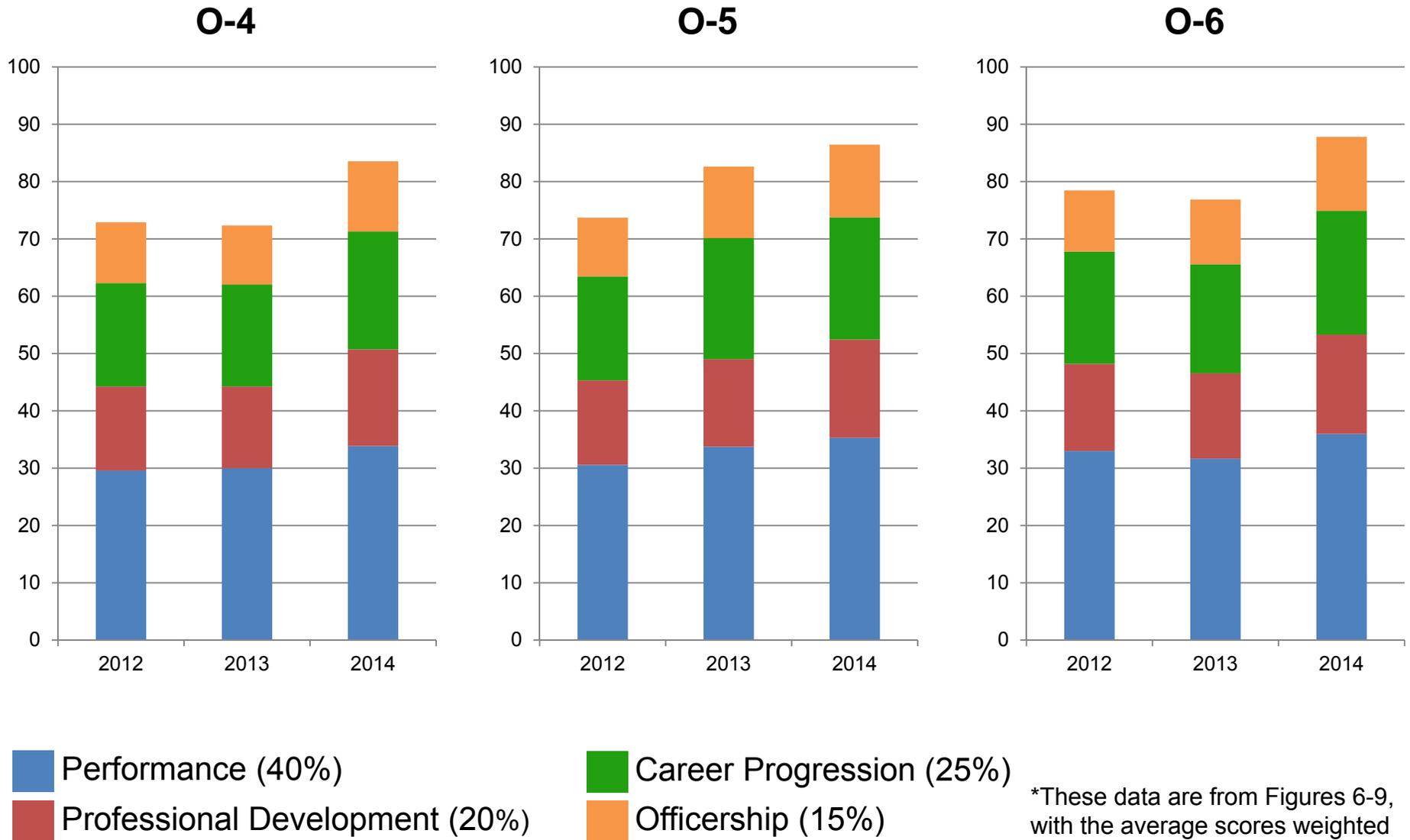


Figure 9. Change in Average Successful Officership Score by Rank and Year



*Precept data were not available prior to 2012

Average Weighted Precept Scores, 2012-14*



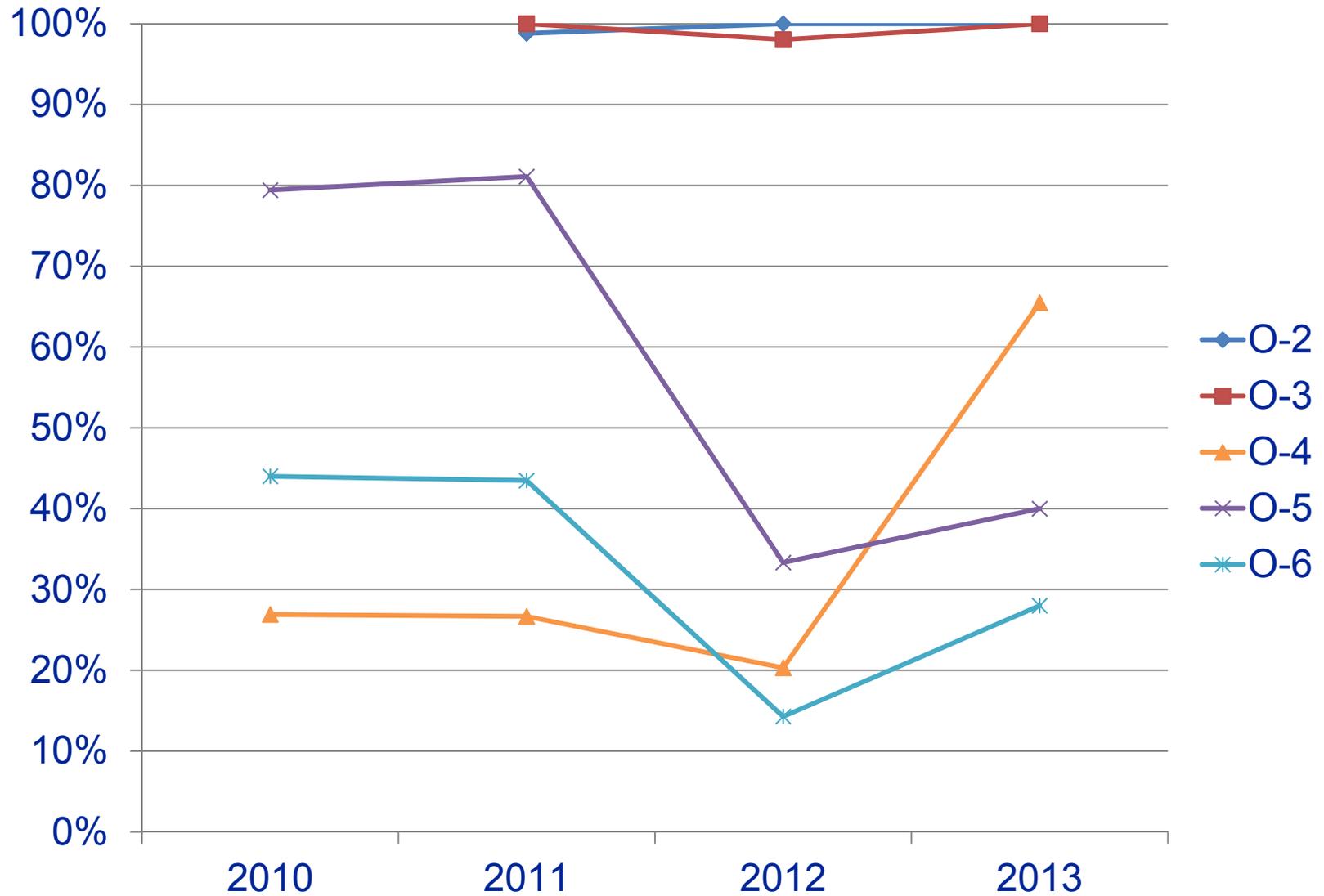
*These data are from Figures 6-9, with the average scores weighted according to the promotion benchmark policy.



Permanent Promotion Results

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Figure 10. Average Permanent Promotion Rates, 2010–2013





Conclusions



- The lower promotion rates for O-5 and O-6 indicate an increase in difficulty in getting promoted
- Future years will likely show an increased level of competition for promotion
- There are no discernable trends for the fluctuation in permanent promotion rate

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Concluding Thoughts and Questions

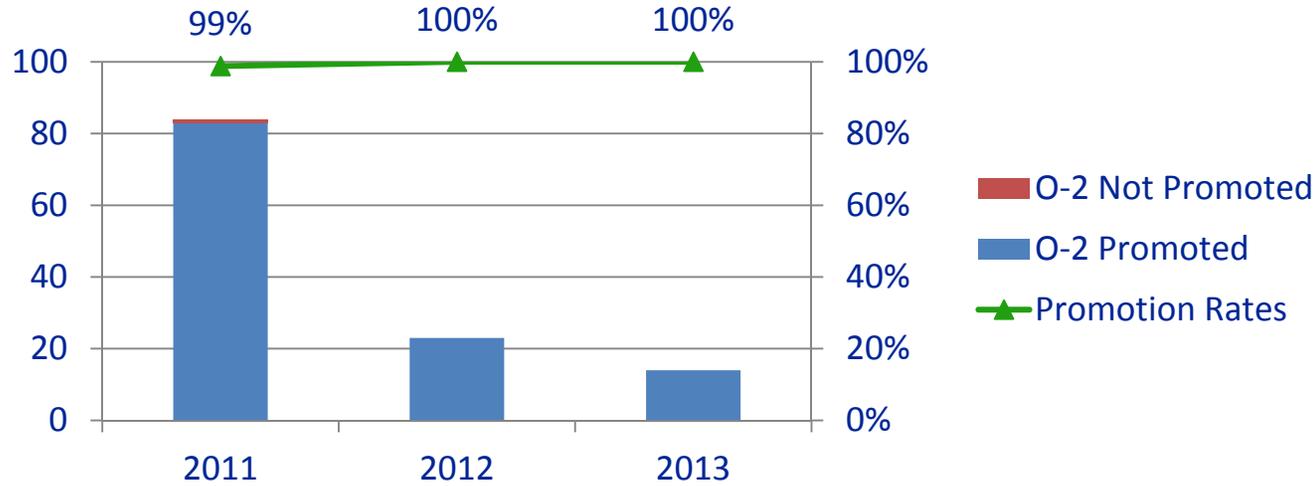
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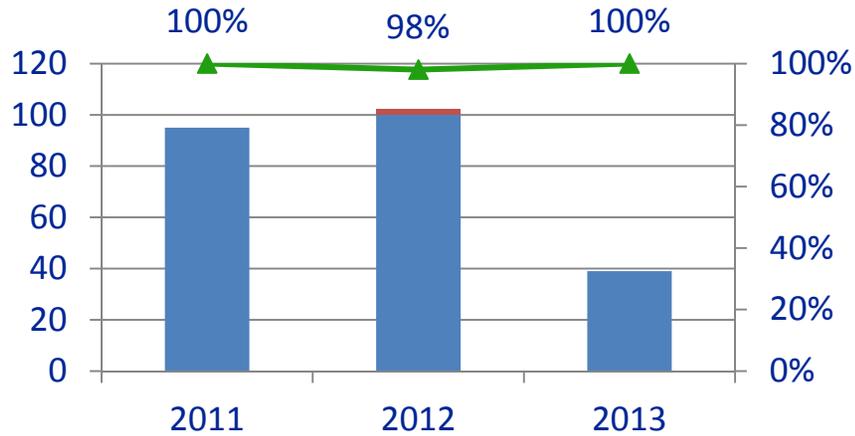
Supplemental slides

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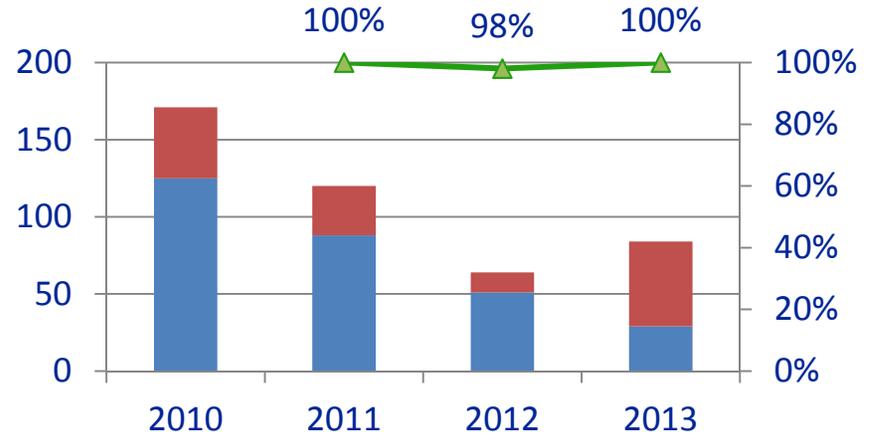
Number of Successful O-2 Permanent Promotions,



Number of Successful O-3 Permanent Promotions



Number of Successful O-4 Permanent Promotions



Number of Successful O-5 Permanent Promotions, 2009-2013



Number of Successful O-6 Permanent Promotions, 2009-2013

