

Indian Health Service

Promotion Series:

Commissioned Officer

Effectiveness Report (COER)

SEPTEMBER 2024



Agenda

- What is the Commissioned Officer Effectiveness Report?
- Timeline
- What is the supervisor's role in the COER?
- Elements of Rating
- Do's and Dont's
- Rebuttal Process – Supervisors Role
- Complaints and Redress Process – Supervisor Role



➤ What is the Commissioned Officer Effectiveness Report?

- The Commissioned Officers' Effectiveness Report (COER) is a web-based system found on the Commissioned Corps Management System (CCMIS) to document:
 - Performance of an officer's assignments
 - Duties
 - Proficiencies



Timeline

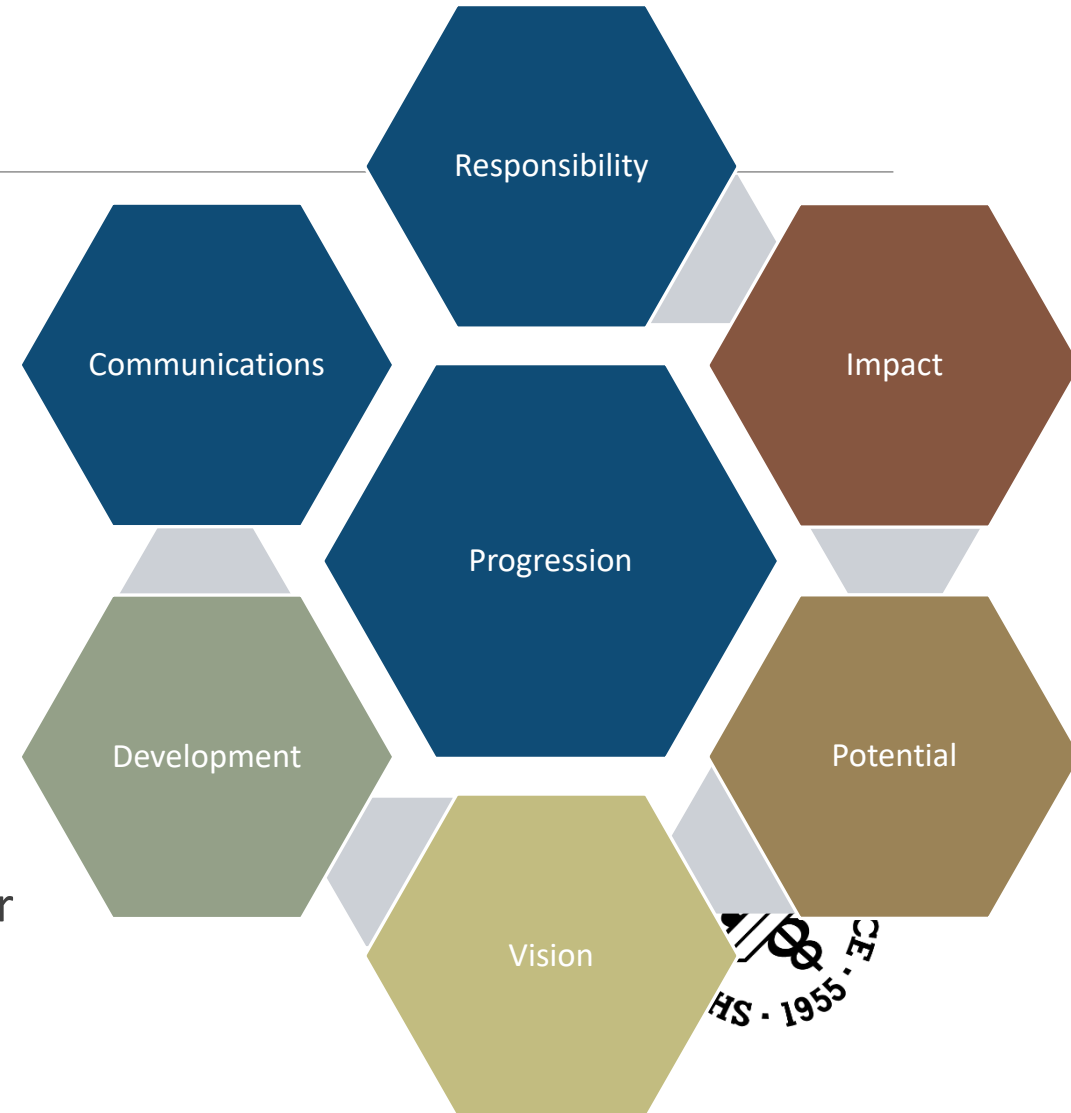


Note: If the officer or the supervisor transfers or changes positions, COER can be started as soon as 30 days before the effective date of transfer.



What is the supervisor's role in the COER?

- Promotion File
 - Performance Rating and Reviewing Official's Statement (ROS) (Performance) - 40%
- Primary focus: Narrative rather than on the score.
 - Secondary assessment includes a review of the COER score, in the context of the officer's performance trends.
- Document professional development and contributions to the agency mission.
- Review any comments submitted by the officer
- Evaluate the officer's performance to objectively rate the officer



Elements of Rating

- Leadership – Vision /Sense of Purpose
- Initiative and Growth – Programmatic and Personal Development to advance goals/growth
- Communication Skills – Clear and concise, listens, understands, interprets
- Interpersonal Skills - Relationships
- Planning and Organization – Balances workload/completion of projects
- Professional Competencies – Knowledge, skills, and abilities to perform
- Analysis, Judgment, and Decision-Making – Conclusion and Appropriate Actions
- Overall Effectiveness – Impact on Program



Elements of Rating

➤ Overall Performance is the average of the eight elements

- >4.0 Satisfactory
- >2.0 to <4.0 Marginal
- <2.0 Unsatisfactory

➤ Officers rated as “marginal” or “unsatisfactory” may lose contractual special pay.



Do's and Dont's

- Do
- Provide detailed examples and/or comments with each performance attribute
- Provide regular feedback to officer throughout the year
- Narrative must support the numeric rating given.

- Don't
- Generalize and provide “fluff” or canned statements
- Do not put in any comments regarding officer’s disciplinary or medical information in the COER
- Do not close the COER if it was assigned to the wrong rater; reach out the Regional Liaison to have the COER re-routed.



Rebuttal Process – Supervisor’s Role

- An officer who disagrees with the COER score or comments may submit a Rebuttal after the COER is submitted to the eOPF.
 - Rebuttals are due from the officer to the rater no later than 90 days after the COER is archived in the eOPF.
 - The Supervisor and Reviewing Official receive an opportunity to comment on the officer’s rebuttal
 - Be specific and provide examples that support your rating.



Complaints and Redress Process – Supervisor’s Role

- Complaints and Redress may only be sought for but are not limited to:
 - Discretionary acts or omissions of a supervisor or senior official that has a direct and adverse effect on the officer or are in violation of law, executive order, regulation or policy
 - Beyond the legitimate authority of the supervisor or senior official
 - Arbitrary, capricious, or an abuse of discretion
 - Clearly unfair



Examples (Well documented)

Leadership - Demonstrated an ability to foster relationships and partnerships with both tribal and state agencies. Through these partnerships, the programs under his direction have expanded services to patients. Notable expansions include mental health services, mobile clinic services and testing/vaccination clinic services.

Communications - Significant role in compiling reports and conducting critical reviews for a compliance-ready laboratory. This includes Health and Governing Board reports, Quality Reports and Joint Commission readiness documentation. He leads the review with leadership and provides an exceptional oral response to a wide range of questions from a diverse audience of professionals.

Interpersonal Skills - Ability to navigate executive-level and national-level leadership is that of a mature leader. She is the Clinical Director of the largest rehab program.

Analysis, Judgement and Decision Making - Possess a thorough knowledge of the Facilities Management, Real Property Program operations. He uses his knowledge and the data available to provide excellent leadership and sound guidance to the Service Units and Area staff. When confronted with an obstacle, he will always consult the relevant knowledge base and take a calculated logical approach to find a solution.

Overall Effectiveness - Distinguished Officer, Leaders within IHS HQ recognizing the skillset and application to improve five special projects that will benefit IHS.



Examples (Needs some Improvement)

Planning and Organization - Excellent at time management, goal setting, prioritizing, and establishing realistic timelines. (What specifically did the officer do? Reduce wait times, and increased patients being seen, what did this apply too? Did they lead a project?)

Interpersonal Skills - Ability to navigate executive-level and national-level leadership is that of a mature leader. (What skills has the officer used to provide executive/national level leadership)?

Professional Competencies - Graduated 4.0 with a Doctorate of Public Health. (What did this help with the position or program?)



Questions?

