



UNITED STATES MARINE CORPS
MARINE CORPS LOGISTICS BASE
814 RADFORD BLVD
ALBANY, GEORGIA 31704-0303

BO 12335.1A
MD3000
16 MAY 2011

BASE ORDER 12335.1A

From: Commanding Officer
To: Distribution List

Subj: HIRING ORDER FOR THE CIVIL SERVICE WORKFORCE

Ref: (a) Title 5, Part III, Subpart A, Ch 23-Merit System Principles
(b) BO P12000.6A w/Changes 1-9
(c) BO 12575.1

Encl: (1) Recruiting Sources/Hiring Authorities
(2) Hiring Selection Process
(3) Developing/Validating the Assessment Plan
(4) Hiring Documentation Packages
(5) Selection Panel Documentation Checklist
(6) Position Scoring Sheet
(7) Selection Panel Scoring Matrix
(8) Selection Panel Standard Letter Templates
(9) Hiring Incentives and Pay Setting
(10) Superior Qualifications Appointment (Advanced In-Hire Rate) Justification Form
(11) Monitoring and Metrics

1. Situation. This Command's ability to accomplish its mission is dependent upon the capabilities of its workforce. Our workforce combines the talents of active duty military, civil service, non-appropriated fund employees, and contractors to execute supporting establishment functions for all base and tenant personnel, retirees, and the local community as applicable. Each element of this Workforce brings unique capabilities and flexibilities to the command, but also has unique guidelines associated with its management and execution. The focus of this Policy is on the civil service component; specifically, the end-to-end process this Command will use to recruit, hire, assign, promote, and retain the best personnel to fill the ranks of our civil-service workforce. Our standard is to identify and select the most qualified individual for the billet each and every time. Meeting this Standard will position the command to execute today's responsibilities and prepare for tomorrow's challenges. References (a) through (c) apply.

2. Cancellation. BO 12335.1.

3. Mission. Establish and operate a hiring process characterized by its fairness, transparency, responsiveness, thoroughness, and consistency, in order to build, grow, and retain the highest quality civil service workforce possible.

4. Execution

a. Commander's Intent

(1) Hiring and retaining quality employees are key underpinnings to our current and future success. My intent is to operate an end-to-end hiring process that stands among the best in the Marine Corps. Our process will maximize transparency, reinforce fairness, minimize elapsed time for actions, and systematically assess applicants in order to identify those best qualified. Our decisions will be based solely upon merit principles as specified in reference (a), and we will thoroughly document each of our selection decisions in order to reinforce consistency and accountability.

(2) Our hiring process will be holistic in its approach. It will incorporate a rigorous and disciplined workforce planning and outreach component, which will align and link our human capital goals and objectives to the command's strategic objectives. It will take advantage of the variety of recruitment sources available in order to identify and attract the talent we need to execute our mission now and into the future. We will use best practices in our assessment and selection processes to ensure we staff every individual billet vacancy with the best qualified candidate in strict accordance with applicable laws and regulations. We will vigorously support security and suitability criteria in order to protect the integrity and promote the efficiency of this command and the Marine Corps.

b. Concept of Operations

(1) Establish and maintain an hiring process which incorporates a comprehensive workforce planning and outreach strategy, pursues talent through multiple recruiting sources, uses a merit-based assessment and selection process to identify best qualified candidates to fill individual billet vacancies, supports security and suitability issues, and includes a comprehensive employee orientation program. Enclosures (1)

through (11) provide additional guidance relative to specific elements of the overall process.

(2) Implement metrics collection techniques and process monitoring tools to provide real-time or near real-time feedback on the effectiveness and efficiency of each component of the command's hiring process. Maintain information which will facilitate review of actual performance against established goals/standards, as well as provide historical data sufficient for trend analysis. Enclosure (11) provides additional details.

(3) Document and retain records associated with assessment and selection actions in accordance with the guidance contained in enclosures (4) through (9) in order to improve transparency and facilitate review of selection decisions by a competent authority.

(4) Ensure personnel actions associated with hiring and the selection of personnel for positions and assignment opportunities are merit based and guided by the principles of fairness and equal opportunity. Selecting officials and those employees participating in the selection process are responsible for ensuring their actions are in compliance with applicable laws, rules and regulations governing the selection of candidates for vacancies, including Equal Employment Opportunity policies and procedures. The following guidance applies to all selection actions:

(a) Identification, qualification, evaluation, and selection of candidates shall be made without regard to race, color, religion, gender, national origin, age, disabling condition, marital status, political or labor organization affiliation, personal relations (nepotism), or patronage, and shall be based solely on job-related criteria.

(b) As a guard against actual or perceived nepotism, supervisors and other public officials are prohibited from participating in the rating, ranking, or selection process if his/her relative is under consideration. If the selecting official, reviewing official, or any member of the advisory panel is related to one or more of the candidates, the official(s) must disqualify him/herself from the hiring process. All members of advisory panels are considered to be officials when assessing and rating hiring candidates, even though they may not occupy supervisory positions. Neither supervisors nor public officials may advocate either orally or in writing for the selection of a relative. Advocating includes recommending a

relative, or the referral of an application of a relative for consideration for employment, promotion, reassignment, or detail. For the definition of relative and public official, see 5 CFR, Part 310.

c. Tasks

(1) Human Resources Service Center, Southeast (HRSC-SE). Assist hiring officials by processing requests for hiring actions and determining basic qualifications of applicants.

(2) Human Resources Office (HRO) Albany

(a) Assist in developing effective recruitment tools to attract candidates with the appropriate skill sets and experience to support workforce plan execution.

(b) Assist hiring officials by providing advice and support relative to hiring authorities, locating candidates, evaluation procedures, and negotiations and pay setting.

(c) Maintain archival records of hiring documentation packages in accordance with the guidance contained in enclosure (4).

(3) Directors/Special Staff

(a) Ensure hiring actions within their respective organizations comply with the policies contained in this Order.

(b) Establish internal organizational constructs to clearly identify responsibility chains for hiring actions, to include Selecting Official and Reviewing Officer designations for all established billets.

(c) Ensure all hiring officials are trained and knowledgeable relative to the contents of this Order and applicable laws and regulations governing hiring authorities.

(d) Provide timely and accurate input into the command's workforce planning process.

(e) Monitor the execution of internal hiring processes to verify compliance with policies and regulations.

(4) Director of Strategic Workforce Analysis Division

(a) Maintain functional oversight of Workforce Requirement and Resources Integration Tool (WRRIT), and ensure maintained information is accurate and current. Assist staff in maintaining the accuracy of selection data.

(b) Collect, monitor, and report metrics and performance relative to command-wide execution of the hiring process using guidance contained in enclosure (11).

(5) Office of the Comptroller. Oversee command pay setting policies and execution as detailed in enclosure (9).

(6) Advisory Selection Panel Members, Selecting Officials, Reviewing Officials, and others involved in individual selection actions

(a) Execute duties associated with hiring actions in a completely fair and impartial manner, guided by merit principles, applicable laws and regulations, and the command guidance contained in this Order.

(b) Identify any potential conflicts of interest to the chain-of-command for review prior to serving in an official capacity as a hiring official.

5. Administration and Logistics.

a. Administration. The Strategic Workforce Analysis Division, Civilian Personnel Center (CPC), is designated as the command sponsor of this Order. All recommendations and requests for changes to the policies and/or procedures contained in this order will be forwarded to the CPC for review and incorporation into future revisions to policy.

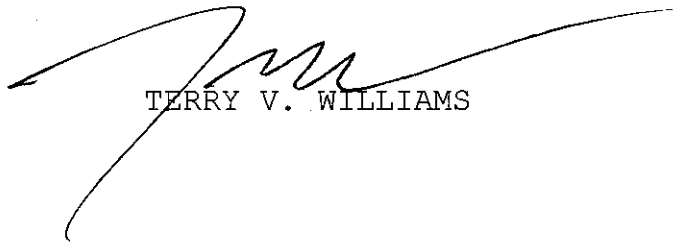
b. Logistics. The CPC will ensure the contents of this Order are reviewed at least annually and that updates are published as required.

6. Command and Signal

a. Signal. This Order is effective on the date signed.

b. Command. This Order is applicable to Marine Corps Logistics Base, Albany. All personnel who perform hiring and/or

workforce management functions for appropriated funded billets within this Command will be guided by the policies set forth in this Order.

A handwritten signature in black ink, appearing to read 'Terry V. Williams', is written over the typed name. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

TERRY V. WILLIAMS

DISTRIBUTION: A

Recruiting Sources/Hiring Authorities1. Overview

a. There are a number of recruiting sources/hiring authorities available to hiring officials seeking candidates to fill vacant positions. Sources include:

(1) Current Department of the Navy employees (internal recruitment sources).

(2) Outside candidates (external recruitment sources).

(3) Candidates entitled to priority consideration.

(4) Students.

(5) Federal Career Intern Program participants.

b. Hiring officials should be aware of the various recruiting sources available, and the characteristics and requirements associated with each. The supporting HRO should be consulted to obtain detailed guidance and expertise whenever reviewing hiring authorities and sourcing options.

c. A number of factors, including hiring authority used, will dictate whether hiring actions will use competitive procedures, or whether noncompetitive procedures can be employed. Enclosure (2) provides command guidance relative to competitive procedures. Regardless of whether the assessment/selection process involves competitive or noncompetitive procedures, all hiring actions will be made free of discrimination on the basis of race, color, religion, gender, political affiliation, sexual orientation, national origin, marital or family status, age, reprisal, and/or disability. Selections shall be based solely on relative ability, knowledge, skills, other job-related criteria, and legitimate position requirements.

2. Recruiting Sources

a. Internal Recruiting Sources. Current Department of the Navy (DON) employees can be considered for vacancies as candidates for:

- (1) Lateral reassignment.
- (2) Change to Lower Grade.
- (3) Detail.
- (4) Temporary Promotion.

b. Although merit promotion is categorized as an internal recruitment source, the area of consideration can be expanded outside of the DON as needed to ensure adequate numbers of qualified applicants for consideration. When requested by the selecting official, qualified veterans eligible under the Veterans Employment Opportunity Act (VEOA) can be incorporated into the applicant pool for merit promotion opportunities.

c. The merit promotion program uses competitive procedures to ensure a fair and systematic process is used for promotional purposes. Although not a hiring or promotion action, the selection of individuals for training required for promotion should also use competitive procedures. The merit promotion program is directed toward:

(1) Contributing to the accomplishment of mission goals by staffing positions with qualified, high-quality employees.

(2) Providing career opportunities for employees and ensuring that all employees are fully informed of those opportunities.

(3) Bringing to the attention of management high-quality employees who have the capacity to perform in more responsible assignments.

(4) Fostering and facilitating the mobility of employees in the interest of broadening their experiences and increasing their qualifications.

(5) Ensuring the maximum utilization of employees in positions for which they are best qualified.

(6) Ensuring that the skills, qualifications, achievements, and promotion potential of employees are recognized and fairly considered in the staffing process.

(7) Encouraging employees to improve their performance to develop their knowledge, skills, and abilities.

d. Exceptions to the requirement to use competitive procedures exist for the following situations:

(1) Promotion resulting from previous competitive selection for a position with documented potential to a higher grade.

(2) Promotion to a higher grade previously held on a permanent or term basis in the competitive service from which an employee was separated or demoted for other than performance or conduct reasons.

(3) Consideration of a candidate not given proper consideration in a competitive promotion action.

(4) Promotion resulting from the upgrading of a position without significant change in the duties and responsibilities due to issuance of a new classification standard or the correction of an initial classification error.

(5) A position change resulting from reduction in force.

(6) Promotion resulting from an employee's position being classified at a higher grade because of additional duties and responsibilities.

e. Lateral Reassignment

(1) Lateral reassignment is the movement of an employee to another position for which he/she qualifies at the same grade level and with an equivalent target grade. On a lateral reassignment within the General Schedule (GS) pay system, the employee's salary is set at their existing rate of pay.

(2) A lateral reassignment eligible is considered a noncompetitive candidate, or is a noncompetitive referral, because he/she has already competed for and currently holds, or has held, an equivalent position to the one being filled. Therefore, a second competition is not required. However, reassignments to restructured positions which are targeted above the grade level currently held by the employee must be filled using competitive procedures. This means that all in-service placement rules apply and competition must occur among all in-service placement candidates within the area of consideration.

(3) Lateral reassignments can be "management directed." These actions are initiated by management to laterally move an

employee to another position within the organization or between organizations. This may occur when an employee's skills can be better utilized in another equivalent position.

(4) A lateral reassignment can also be a "voluntary request". These actions are initiated by an employee wishing to move to another position.

(5) Normally, reassignment candidates may be referred when the selecting official requests to consider this Recruitment Source. They would be referred with other noncompetitive candidates such as change to lower grade and re-promotion eligibles.

f. Change-to-lower grade.

(1) A change-to-lower grade may be:

(a) Voluntary - requested by the employee.

(b) Involuntary - initiated by management.

(c) Caused by failure to complete the supervisory or managerial probationary period.

(2) Pay setting rules vary depending on the reason for the change to lower grade. Reference (b) applies.

(3) A change to lower grade is the noncompetitive movement of an employee to another position for which he/she qualifies at a lower grade than currently being held. This is not considered an adverse action when an employee voluntarily requests it, or it is the result of a reduction in force.

(4) A change to lower grade candidate is normally considered a noncompetitive candidate, because he/she has already competed for and currently holds a position at a higher grade level than the one being filled. However, if the lower graded position has promotion potential above the employee's current grade it must be filled using competitive procedures. This means that all merit promotion program rules apply and competition must occur among all candidates within the area of consideration.

g. Detail

(1) A detail is the temporary assignment of an employee to a different position or set of duties for a specified period with the employee returning to his/her original position at the end of the detail. There is no formal position change. Officially the employee continues to hold the position from which detailed and keeps the same status and pay. Employees do not need to meet qualification standards in order to be detailed. However, employees must meet positive education requirements and special licensure requirements associated with the detailed position.

(2) Details are intended to meet temporary work, program or mission requirements when necessary services cannot be provided by other means. Details can be used in situations such as temporary shortage of military or civilian personnel or emergency work situations.

(3) An employee who continues to carry out the duties of the position to which permanently assigned and also performs some of the duties of another position for a limited time generally is not considered to be on detail. Details to higher level positions should be made competitively when the duration of the detail and the nature of the assignment are such that the employee can be expected to perform the majority of the grade-controlling duties.

(4) Details should not be used to qualify or prepare employees for promotion or to reassign them to positions with promotion potential.

(5) Documentation is not necessary for a detail that is identical to or of the same grade (General Schedule/Federal Wage System (FWS)) and series requiring the same basic duties as the employee's current position.

(6) Details may be processed for up to 120 days for GS and FWS positions. If an extension is necessary, contact the supporting HRO. Extensions of details to higher graded positions with known promotion potential must be processed under competitive procedures. Prior service during the preceding 12 months under noncompetitive details to higher level positions and noncompetitive temporary promotions counts toward the 120 day total. For employees covered by the bargaining unit, the Master Labor Agreement (MLA) should be reviewed prior to affecting a detail. If required by a current MLA, the HRO can generate a pseudo standard form (SF)-50.

h. Temporary Promotion

(1) A temporary promotion is the temporary assignment of an employee to a higher graded position for a specified period of time, with the employee returning to his/her permanent position upon the expiration of the temporary action. In order for an employee to be temporarily promoted, he/she must meet the same qualification requirements that are necessary for a permanent promotion. The temporarily promoted employee receives the higher graded salary for the period assigned and gains quality experience and time-in-grade at the higher grade level.

(2) Temporary promotions are intended for meeting temporary requirements when necessary services cannot be provided by other means. Temporary promotions can be used to:

- (a) Fill temporary positions.
- (b) Accomplish project work.
- (c) Fill positions temporarily pending reorganization or downsizing.
- (d) Meet other temporary needs.
- (e) For GS and FWS positions, the initial 120 days of a temporary promotion may be made noncompetitively. All time spent on noncompetitive temporary promotions and details to higher graded positions during the preceding 12 months counts toward the 120-day total. Extension of the temporary promotion requires competition unless the incumbent employee had previously held that grade on a permanent basis.

(3) When considering noncompetitive temporary promotion, selecting officials will execute due diligence to avoid bestowing a future competitive advantage to any particular individual by exclusively providing that individual with career-enhancing experience when the opportunity exists to rotate the temporary promotion among a recognized pool of qualified employees.

(4) The maximum time period for a temporary promotion is 5 years. A temporary promotion that was originally made under competitive procedures can be extended up to 5 years without further competition. A temporary promotion may be made permanent without further competition provided the temporary promotion was originally made under competitive procedures and

the fact that it might lead to a permanent promotion was made known to all potential candidates.

(5) The local union contract should be reviewed prior to effecting temporary promotion actions of employees covered by the bargaining unit.

i. External Recruiting Sources. External recruiting sources include programs and authorities available to attract and appoint applicants who are not current DON civilian employees. There are numerous ways in which individuals who are not current DON employees can be considered for vacant positions. Common external recruitment sources include:

- (1) Reinstatement.
- (2) Delegated Examining Unit (DEU).
- (3) Reemployed annuitants.
- (4) Transfer from other agencies.
- (5) People with disabilities employment program.
- (6) Veterans recruitment authority.
- (7) Disabled veterans (30% or more disabled).
- (8) Noncompetitive Appointment of Certain Military Spouses.

j. Reinstatement

(1) Reinstatement is the reemployment of a former Federal employee, including spouses hired under overseas local dependent hiring authorities who have reinstatement rights upon return to the United States. Excluding spouses who obtain eligibility through overseas service, a reinstatement eligible is an applicant who previously held a career or career conditional appointment with a Federal agency as a Federal employee on a permanent, competitive Federal appointment. There is no time limit on the reinstatement of a veterans preference eligible or a person who has completed the service requirement for career tenure. Non-preference eligibles who have not attained career tenure can normally only be reinstated within 3 years of the date of their earlier separation.

(2) Individuals with reinstatement rights can be noncompetitively placed in positions at grades equal to or lower than the grade they previously held. Selecting officials may name request a reinstatement-eligible individual to fill a vacancy if that individual possesses the qualifications for the position being filled. Reinstatement eligibles can also compete among the merit promotion candidates for positions at higher grades or with more promotion potential than the position they previously held on a permanent basis in the competitive service as long as they meet the same requirements as in-service placement candidates. If selected, the applicant would be reinstated to the Federal Service.

(3) When filling a vacant position, managers may be asked if they are interested in soliciting applications from reinstatement eligibles. Reinstatement eligibles are an applicant source that may be utilized in conjunction with other internal or external recruitment sources.

k. Delegated Examining Unit (DEU)

(1) DEU is an authority the Office of Personnel Management (OPM) grants to fill competitive civil service jobs with:

(a) Applicants applying from outside the federal workforce.

(b) Federal employees who do not have competitive service status.

(c) Federal employees with competitive service status.

(2) Appointments made through DEU authority are subject to civil service laws and regulations. This is to ensure fair and open competition, recruitment from all segments of society, and selection on the basis of the applicants' competencies or knowledge, skills, and abilities (see 5 U.S.C. § 2301).

(3) The process begins with a vacancy announcement advertised as open to all sources. 'All sources' indicates that everyone (those in both the private and federal sector) is eligible to apply. The announcement will be advertised by the OPM and posted on the USA Jobs web site. Applicants are evaluated against the Qualification Standards for the position,

and rated based on their qualifications. The Human Resource Servicing Centers (HRSCs) have authority under delegated agreements with the Office of the Secretary of Defense and the OPM to conduct competitive examining for specified occupations. External applicants apply directly to the HRSC, which rates/ranks the applicants and issues certificates of eligibles containing applicants who have already been numerically scored and ranked.

(4) If there are more than three applicants or a mix of preference eligibles and non-preference eligibles on the list, selections must be made in accordance with the Rule of Three and veteran's preference. As the selecting official reviews each group of three eligible candidates for each vacancy, he/she may utilize the individual resumes to finalize his/her decision, and he/she may decide to setup an assessment/selection panel and interview the candidates to assist in making the final selections. The selecting official must document each consideration that each candidate received for the vacancy or vacancies filled from the certificate using the Rule of Three.

1. Reemployed Annuitants

(1) An annuitant under either the Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS) may be reemployed in any position for which they are qualified. Reemployed annuitants may be hired on either a time-limited or a permanent position. There is no special appointment authority for a reemployed annuitant. However, Priority Placement Program (PPP) requisitions must stay open indefinitely when a reemployed annuitant is placed on a permanent appointment.

(2) Reemployed Annuitants may be noncompetitively selected based upon qualification to the position being filled. Selecting officials may name request a qualified individual to fill the vacancy.

(3) An annuitant whose annuity continues while he or she is reemployed serves at the will of the appointing officer. A reemployed annuitant may be separated at any time at the discretion of the appointing officer, regardless of the appointment type.

(4) The hiring of a reemployed annuitant is subject to the following criteria:

(a) In positions that:

1. Are hard-to-fill, as evidenced by historically high turnover.
2. Have a severe shortage of candidates or other significant recruiting difficulty.
3. Are critical to the accomplishment of the organization's mission.
4. Are needed to complete a specific project or initiative.

(b) Candidates have unique or specialized skills, or unusual qualifications not generally available.

(c) For not more than 2,087 hours (e.g., 1 year full time or 2 years part time) to mentor less experienced employees and/or to provide continuity during critical organizational transitions. Extensions beyond 2,087 hours are not authorized.

m. Transfer from Other Agencies

(1) A transfer is the movement of an employee, without a break in service of 1 work day, from a position in 1 Federal agency to a position in another Federal agency. Career or career-conditional employees who transfer from one agency to another retain their career or career-conditional status in the new agency. Employees who transfer may have to compete with employees at the new agency, if required by that merit promotion plan, but they do not have to compete with non-status employees in an examination open to the public.

(2) Candidates from other agencies may be considered for noncompetitive transfers (e.g., reassignments and changes to lower grade), as well as competitive promotions or to positions with known promotion potential under the Merit Promotion Plan. For noncompetitive transfers, selecting officials may name request a qualified individual to fill the vacancy. Transfer candidates for competitive promotions must meet the same quality ranking requirements and be among the "best qualified" - they must be ranked among others referred under the Merit Promotion Plan.

n. People with Disabilities Employment Program

(1) People with disabilities can be hired through the traditional competitive hiring process or, if they qualify, noncompetitively through the use of excepted service appointing authorities. Excepted service appointing authorities for hiring people with disabilities were developed to provide an opportunity to people with disabilities to show that they can do the job and to circumvent any attitudinal barriers that managers and supervisors may have.

(2) It is emphasized that candidates must be fully qualified in accordance with the OPM Qualification Standards Handbook and be able to perform the essential functions of the position with or without reasonable accommodation.

(3) There are two ways to hire people with disabilities noncompetitively:

(a) People with disabilities can be certified as eligible by the State Vocational Rehabilitation Agency or Department of Veterans Affairs. Employees may be converted to competitive status after 2 successful years of job performance.

(b) People who are severely disabled can also be hired noncompetitively after completion of a 700-hour appointment. This trial appointment allows people with disabilities to demonstrate their ability to do the job. If successful, employees may convert to a continuing appointment without certification.

o. Veterans Recruitment Authority (VRA)

(1) Under the VRA, the command can appoint an eligible veteran without competition to positions at any grade level through GS-11 or equivalent. The promotion potential of the position is not a factor. Individuals must meet the prescribed qualifications and military service requirements. The VRA is an excepted appointment to a position that is otherwise in the competitive service. After 2 years of continuous service in a permanent position under a VRA, the appointment will be converted to a career or career conditional appointment in the competitive service, providing performance has been satisfactory. Once on-board, VRAs are treated like any other competitive service employee and may be promoted, reassigned, or

transferred. Temporary and term appointments may also be made non-competitively under this Authority. However, these appointments do not lead to career jobs.

(2) Ordinarily, selecting officials, in consult with HRO, may simply appoint a VRA eligible who meets the qualification and eligibility requirements without the need to announce the vacancy or rank applicants. All VRA candidates on file at the servicing HRSC, who are qualified for the position, however, must be given consideration. When there are two or more VRA candidates for the same job and one (or more) is a preference eligible, veterans' preference applies in the selection process.

p. Disabled Veterans (30% or more Disabled)

(1) Selecting officials can non-competitively appoint a veteran with a compensable service-connected disability of 30% or more to a temporary appointment of more than 60 days or to a term appointment. Unlike the VRA, there is no grade level limit on the position for which this Authority can be used.

(2) These Disabled Veterans are initially given a temporary appointment; duration may vary depending on type of disability and position requirements. This Appointment provides a period of time to evaluate whether the disability impairs the performance of the full range of duties of the position. Once certified that the disabled veteran is successful in the position, he/she is converted to a career-conditional appointment. The employee may be converted to a career or career-conditional appointment at any time during the employee's temporary or term appointment. Selecting officials may name request a qualified individual to fill the vacancy.

(3) Compensable veterans also have preference for hiring from competitive recruitment sources.

q. Candidates entitled to priority consideration. During the recruitment process, the hiring official may be advised that there are individuals who are entitled to special or "priority" consideration for the vacancy. In some cases, the individual is entitled to be placed in the vacant position; in other cases, the entitlement falls short of a mandated placement because the hiring official has other options available to fill the vacancy. The nature of the special consideration will depend upon the program involved. Officials at the HRSC and HRO administer these programs for hiring officials. More specific information

on priority consideration and re-promotion is contained in enclosure (3).

r. Students

(1) There are several programs designed to provide students with employment opportunities while they are in school and upon graduation from college. Programs are available to anyone enrolled or accepted for enrollment as a degree-seeking student at an accredited high school, technical or vocational school, 2 or 4 year college or university, graduate or professional school.

(2) Upon graduation, students may progress to permanent employment including opportunities available through career intern programs.

s. Student Educational Employment Program (SEEP)

(1) This streamlined program replaces and consolidates the former Cooperative Education Program, Federal Junior Fellowship Program, Stay-in-School Program, and Harry S. Truman Scholarship Program.

(2) Students who are enrolled (or accepted for enrollment) as degree-seeking students taking at least a half-time academic, technical, or vocational course load in an accredited high school, technical, vocational, 2 or 4 year college/university, graduate or professional school are appointed to General Schedule positions.

(3) There are two components to the program: The Student Temporary Employment Program (STEP) and the Student Career Experience Program (SCEP).

(a) The STEP provides flexibility to appoint students on a temporary basis to jobs that may or may not be related to their academic field of study. Employment can range from summer jobs to positions that can last for as long as the individual is a student. Appointments are not to exceed 1 year; extensions are permissible in 1 year increments. Students may not be retained beyond graduation (May or December). Necessary steps must be taken to make a new appointment if the student is to be retained. Students may be converted to the SCEP when requirements of that program are met and an appropriate position is available.

(b) The SCEP provides for periods of attendance at accredited schools combined with periods of career-related work. This is a formally structured program and requires a written agreement by all parties (agency, school, and student) as to the nature of work, continuation in, and successful completion of the program. There is no requirement for students to meet any economic or income criteria for eligibility. Activities may establish their own criteria. Students who have met all the requirements of this Program may be noncompetitively converted to term, career or career-conditional appointment in an occupation related to their academic training and work study experiences.

(c) Students may be appointed to these Programs if they are pursuing any of the following educational programs:

1. High School Diploma or General Equivalency Diploma (GED).
2. Vocational/Technical Certificate.
3. Associate Degree.
4. Baccalaureate Degree.
5. Graduate Degree.
6. Professional Degree.

(d) The programs are year-round programs and appointments may be made at any time during the year, including summer. Students may work full-time or part-time schedules. There are no limitations on the number of hours a student can work per week, but it should not interfere with the academic schedule.

t. Nonappropriated Fund (NAF). NAF provides Marine Corps Community Services (MCCS) activities for uniformed Military Personnel, Civilian, Military Retirees and their families. The NAF organizations contribute to the financial support of various MCCS programs. Persons employed by NAF organizations are compensated by NAF funds which are derived from revenue earned by the various producing activities.

u. Noncompetitive Appointment of Certain Military Spouses

(1) A noncompetitive hiring authority to appoint certain military spouses to temporary, term limited, or permanent positions in the competitive service was established by Executive Order 13473. This Hiring Authority, named "Noncompetitive Appointment of Certain Military Spouses," came into effect on September 11, 2009, and assists spouses to attain federal jobs without having undergoing the usual competitive process, provided they meet eligibility requirements. The intended effect is to facilitate the entry of military spouses into the federal civil service as part of an effort to recruit and retain skilled and experienced members of the armed forces and to recognize and honor the service of members injured, disabled, or killed in connection with their service.

(2) Eligibility for this noncompetitive hiring authority falls into four major categories as follows:

(a) A spouse of an U.S. Armed Forces service member serving on active duty (not in a training status) for more than 180 days, provided the spouse relocates to the member's new permanent duty station.

(b) A spouse of a military service member who is retired from active duty with a documented service-connected disability rating of 100%.

(c) A spouse of a military service member who retired or was released or discharged from active duty and has a disability rating of 100% as documented by the department of Veterans Affairs.

(d) A spouse of a military service member killed while on active duty. In the latter case, the spouse must be the un-remarried widow/widower of the deceased service member to meet eligibility.

(3) If a spouse applies under the relocating spouse eligibility category, they must have been married before permanent change of station (PCS) orders were issued and they must relocate with their service member to the new duty station. Eligibility is limited to the geographic area indicated on the service member's orders. In order to prove eligibility for this authority, the spouse must provide a copy of the service member's PCS orders showing authorization to accompany him or her and proof of marriage is required. Spousal eligibility for noncompetitive appointment must be used within 2 years of the date of the service member's PCS orders.

(4) If applying for eligibility based on the disability of the service member, the service member must have retired under Chapter 61 of Title 10 of the United States Code with a 100% disability rating at the time of retirement, or was released or discharged from active duty due to a service-connected disability and that the disability rating is 100%. Spouses of retired or released service members who have a 100% disability rating from the Department of Veteran's Affairs or applicable branch of service also qualify. Eligibility is for a maximum of 2 years from the date of documentation verifying the member of the armed forces is 100% disabled. There are no geographic restrictions for eligible spouses.

(5) If claiming eligibility based on the death of a service member, the authority requires the service member was killed while on active duty. The surviving spouse must remain unmarried in order to remain eligible. Proof of marriage at the time of death is required and eligibility must be exercised within 2 years of the date of documentation verifying the service member was killed. There are no geographic restrictions for eligible spouses.

Hiring Selection Process1. Overview

a. The purpose of this Enclosure is to provide procedural guidance to be employed in filling staffing requirements within MCLB Albany as they arise. As part of the command hiring process, actions associated with staffing vacancies will be guided by the principles of fairness and transparency, with the end state being the timely selection of the best qualified available candidate(s) each and every time.

b. The responsibility for filling positions and for selecting employees is vested in the Commanding Officer, MCLB Albany. The Commanding Officer will serve as the selecting official for all GS-15 and GS-14 positions within the command. For all other positions, responsibility is delegated to Directors and Special Staff, all of whom may further delegate down through the supervisor chain as deemed appropriate. The selecting official designation will be delegated no further down than the immediate supervisor of the billet(s) being filled. Selection authority includes the right to not select from a certificate if requirements change or a suitable candidate is not identified.

c. Depending upon position requirements, the hiring authorities used, and the status of candidates available, hiring actions may be competitive or noncompetitive. Regardless, the selecting official is responsible for ensuring that the evaluation and consideration of all candidates is conducted in a fair, consistent, and impartial manner. Each candidate certified must be given thorough and fair consideration, and selections will be based on merit factors which are clearly and directly related to the performance of the duties of the position being filled.

d. For every hiring action, a Reviewing Official (RO) will be designated to validate and certify that the hiring process was accomplished in accordance with the policies contained in this Order, and that the selection process complied with merit principles. The RO will ensure that the selecting official's selection letter provides a thorough explanation of the assessment and selection process, and that the hiring decision is clearly articulated and justified. As part of the review, the RO will verify and certify that the hiring documentation package contains all applicable documents as defined in enclosure (5) of this Order. The RO certification

will be in writing and will be a required component of the hiring package. The RO must be a GS14/GS15, and will generally be in the organizational chain of the designated selecting official. For those cases where a director or special staff officer is the Selecting Official, the Executive Director will serve as Reviewing Official.

e. Hiring actions will be initiated in a timely manner to fill billet vacancies. The Civilian Personnel Branch (CPC) will track the length of time which approved billets remain vacant. Billets left vacant through inaction for greater than 90 days will be identified by the CPC in a monthly report provided to the Executive Director. Based upon the needs of the command, resources associated with vacant Operation and Maintenance, Marine Corps (O&MMC) funded billets may be subject to realignment at the discretion of the Executive Director.

f. The information which follows will guide the assessment and selection process. The information and guidance contained in this Enclosure are broadly organized in chronological sequence. The process itself begins with a hiring requirement/billet vacancy, and ends when the billet is staffed with a capable employee who is integrated into the organization and understands the role he/she plays within this Command.

g. The first process segment, "Prepare to Hire," includes pre-recruitment actions which need to be taken by managers to set the conditions for a successful applicant recruitment effort. Among other things, this includes the critical step of validating that the position description is current and that the knowledge, skills, abilities, and other characteristics (KSAOs) described for the position are accurate.

h. The "Recruitment and Referral" segment addresses actions and considerations associated with announcing the position and obtaining a qualified candidate pool capable of satisfying the staffing need.

i. The "Assessment and Selection" section provides information and direction on how candidates will be assessed and a selection made. Included within this section are the methods to be employed in order to identify and select the most qualified candidate for the billet based upon merit principles. The section provides guidance and information on the use of advisory panels, structuring assessments, conducting interviews, and reaching a decision on the most qualified candidate.

j. The "Selection/Nonselection Notification Process" provides instruction on how selections are executed and how candidates will be informed of the status and results of the assessment/selection process.

k. In "Verifying Suitability and Conducting Pay Setting," guidance is provided on verifying suitability of the selectee and the process that will be used to negotiate and settle upon the compensation package associated with hiring.

l. Finally, in "Miscellaneous Post-Selection Actions," guidance is provided on releasing internal employees from current to new positions, as well as addressing candidate questions and challenges relative to the assessment and selection process.

2. Execution

a. Prepare to Hire. The billet hiring process begins with the identification and validation of a need. The ability to identify and recruit applicants with the qualifications and skill sets to satisfy the need is founded upon the selecting official's ability to accurately convey the hiring requirement to the supporting human resource specialist. Actions such as validating position descriptions to ensure they accurately represent job duties/KSAOs required, identifying the duration of the hiring need, and determining what hiring authorities and areas of consideration to use to obtain qualified applicants lay the foundation for successful recruitment and hiring.

(1) Position Description Validation/Job Analysis

(a) Prior to requesting personnel action, the selecting official will ensure that the billet's position description is accurate and that it identifies the duties that are required. However, it should be noted that this is a mandatory annual requirement for the first line supervisor; so, the selecting official should not incur any difficulty when validating the position description. Tasks, duties, and KSAOs associated with individual billets can change due to a number of factors such as reorganizations, technology insertions, and anticipated future work requirements. If the position description requires updating, the selecting official will request a job analysis be conducted.

(b) A job analysis identifies the work tasks and the KSAOs necessary for effective performance. A considerable

portion of the job analysis consists of collecting information about the requirements of a job and the qualifications required of workers in order to perform the job tasks and fulfill the job duties. Information can be collected from documents and references, job observation, interviews of job incumbents and supervisors, and/or panel discussions involving subject matter experts. Information collected will be used to revise the position description, job tasks, duties, and KSAOs. If applicable, supervisors will review the Physical Requirements Sheet for a position prior to requesting personnel action to ensure it is current. Physical Requirement Sheets requiring updates will be completed and forwarded to the HRO Staffing Specialist.

(c) Job analysis information provides the basis from which assessment plans and selection decisions can be made. A comprehensive and well-conducted job analysis should provide in-depth information about the job and worker requirements necessary for effective job performance. Actions taken to validate position descriptions and/or conduct job analyses will be documented and included as part of the hiring documentation package (enclosures (4) through (8)).

(d) Current position descriptions will be maintained within the Command's Position Description library. The CPC will administer and oversee the library itself, but each division and special staff office is responsible for submitting/maintaining accurate and up-to-date position descriptions for each billet within its respective organization. Position descriptions should not be considered privileged information; all candidates should be given equal access to information on position descriptions.

(2) Duration of Need

(a) In addition to validating what the job duties are, hiring officials must consider the duration for which the position will be needed based upon such factors as workload and future funding levels. Temporary and term appointments are used to fill positions when there is not a continuing need for employees' services. For example, a term appointment is appropriate for a reimbursable billet funded by a tenant customer. Neither type of appointment is a permanent one, so they do not give the employee competitive status or reinstatement eligibility. Because temporary and term employees do not have status, they may not apply for permanent appointments through internal merit promotion procedures.

(b) A temporary appointment is an appointment lasting one year or less, with a specific expiration date. The appointment may be extended up to a maximum of one additional year. It is appropriate when the hiring official expects there will be no permanent need for the employee. A temporary appointment is made to:

1. Fill a short-term position that is not expected to last more than 1 year.

2. Meet the employment need that is scheduled to be terminated within 1 or 2 years for reasons such as reorganization, abolishment, or the completion of a specific project or peak workload.

3. Fill positions that involve intermittent (irregular) or seasonal (recurring annually) work schedules.

(c) A temporary employee does not serve a probationary period and is not eligible for promotion, reassignment, or transfer to other jobs.

(d) Under term employment, the hiring official hires the term appointee for work of a project or non-permanent nature and for a limited period of time, lasting for more than 1 year but not to exceed 4 years. Reasons for making a term appointment may include:

1. Project work.
2. Extraordinary workload.
3. Scheduled abolishment of a position.
4. Reorganization.
5. Uncertainty of future funding.
6. Contracting out of the function.

(3) Recruiting Source Options. Enclosure (1) provides an overview of common hiring authorities/recruiting sources. The information is not comprehensive and is designed only to provide hiring officials with foundational information so they are better able to discuss and weigh options. Due to the complexities associated with federal hiring authorities, decisions relative to what hiring authorities to use for a

hiring action should be made in close consult with the supporting human resource specialist. Based upon duration of hiring need, the most commonly used hiring authorities and recruiting sources are as follows:

(a) Permanent needs

1. Merit promotion announcement for a permanent Position.

2. Merit promotion announcement for a temporary promotion not to exceed 5 years with the ability to convert to permanent.

3. Lateral reassignment.

4. Delegated Examining Unit (DEU) permanent announcement.

5. Veterans Recruitment Appointment (VRA) permanent announcement.

6. Reinstatement to a permanent position.

7. Temporary appointment of 30% Disabled Veteran to a permanent position (convertible to Permanent appointment).

8. Student Career Experience Program (SCEP) Position.

9. Non-Appropriated Fund Interchange Agreement

(b) Temporary needs

1. Merit promotion announcement for a temporary promotion not to exceed up to 5 years.

2. DEU term Announcement 1 year and 1 day renewable up to 4 years).

3. DEU temporary announcement up to 1 year and 1 day (renewable up to 2 years).

4. VRA term announcement.

5. Noncompetitive appointment of a 30% Disabled Veteran for term or temp position.

6. Student Temporary Experience Program (STEP).

(c) Area of Consideration (AOC). The AOC is a geographic or organizational area within which it is expected that sufficient high-quality candidates will be located. The AOC will be sufficiently broad to ensure the availability of high quality applicants and will be determined by the selecting official in consultation with the human resource specialist. Within this Command, the AOC for all GS-14 and GS-15 positions will, at minimum, include all appointables worldwide. For all other permanent positions, the minimum AOC will include all Marine Corps commands in the local commuting area. The AOC for temporary promotions will be limited to internal MCLB Albany employees. Requests to set more restrictive AOCs must be approved by the Executive Director. In determining the AOC, consideration must be given to the grade level of the position to be filled, the KSAOs required, the likelihood that a given AOC will produce an adequate number of high quality applicants, the need to infuse new ideas and strength into the organization, appropriate Federal Equal Opportunity Recruitment Program and Affirmative Employment efforts, budget and ceiling constraints, and labor market conditions. The area will be geographically descriptive and will specify categories of individuals eligible to apply. Consideration of candidates solicited through vacancy announcements is limited to those in these Eligibility Categories and from the AOC specified.

(d) Career Ladder/Target Levels

1. Management officials may choose to structure a position to hire at a lower grade level, giving the employee the opportunity to learn on the job and to be promoted without competition. A formal training plan is developed, and the incumbent is assured of placement into the target position upon successful completion of the training, as required in reference (b). The announcement may require the position to be filled at the lowest level identified in the target range, or may be filled at any level identified within the target range. An example of an announcement for a target range is "Management Analyst, GS-0343-7/9/11 may be filled at either level." In this example the selecting official may receive a certificate of qualified applicants for each of the three grade levels identified. The CPC should be consulted prior to restructuring any permanent positions.

2. Selecting officials should refer to enclosure (1) of this Order and confer as necessary with supporting staffing specialists at the HRO to understand the various recruiting sources and categories of applicants which may/should be accessed when seeking candidates for specific hiring requirements. Ultimately, the objective while preparing to hire is to ensure the hiring requirement is fully described and validated so that the HRO can accurately process the hiring requirement and recruit qualified candidates.

b. Recruitment and Referral

(1) Recruitment. During recruitment, actions are taken to collect a pool of applicants qualified to fill a billet vacancy. Once a decision has been made to execute a recruitment action, the Request for Personnel Action (RPA) will be completed by the CPC. RPAs will be submitted by the CPC to HRO. The CPC will review each RPA to ensure that it is a valid, funded position that is being recruited. The Table of Organization (T/O) and the RPA will be compared to ensure the Billet Identification Code (BIC) is correct and that the authorized grade and series of the position has been cited in the RPA as well as other information to facilitate the recruitment process such as AOC, whether PCS is authorized, etc.

(a) The current DON system provides several methods for accessing applicant pools. Open Continuous Announcements (OCAs) are generic job announcements posted on the DON Human Resource (DONHR) website to which applicants apply. HRSC has OCAs for multiple high density series/grades, and are generally used to access standing pools of applicants for standard high density-type positions. OCAs offer selecting officials speed and simplicity in acquiring applicant pools for relatively standard billets. Case-Specific Announcements (CSAs) are developed by HRSC when an OCA does not exist or a selecting official requests one for a particular position. CSAs require applicants to apply directly to the billet and include specific opening and closing dates. CSA requests will contain the following information: the announcement number; title; series; pay plan of position; geographic location; opening and closing dates; area of consideration; brief statement of duties; qualification requirements (including any selective factors or special requirements, such as drug testing designated position); evaluation methods to be used; and, where and how to apply.

(b) Selecting officials, in consultation with their supporting HRO, must use the same considerations as outlined above for AOCs when determining what resume gathering mechanism will be employed for a given vacancy.

(2) Certification/Referral of Candidates. Once a pool of applicants has been identified, the supporting HRSC may refine the pool prior to referral based upon job-related criteria as identified by the selecting official. Eligible applicants who submit the required information and meet the minimum qualification standards are initially evaluated using an automated system that matches the skills identified in the applicant's resume to the skills required by the position to be filled. To facilitate the screening process, selecting officials, with assistance from a Human Resources Specialist, will develop a skills list based upon the KSAOs required for the position.

(a) There are also considerations which may be applied to support approved DoD programs and ensure fairness to applicants with special circumstances. If applicable, the selecting official will receive a list of individuals entitled to priority consideration. Individuals will be referred in the following order:

1. Activity employees under grade or pay retention due to demotion for reasons not stemming from personal cause or request. Such employees will be afforded first offer for re-promotion to positions from which they were downgraded unless there are justifiable reasons for non-selection. If the employee is not provided first offer of the position, the reason(s) will be provided to the employee in writing by the selecting official. A copy of this documentation must also be attached to the certificate when returned to the HRO.

2. Activity employees who failed to receive proper consideration for promotion in a prior case due to a procedural, regulatory, or program violation. Such employees must be awarded prior consideration for the next appropriate vacancy. An employee's eligibility will terminate when selected, when referred for a bona-fide consideration, or at the end of the one-year period from the determination of eligibility. The eligibility period may be extended for 1 additional year by HRSC if no bona-fide referral has occurred during the first year of eligibility.

3. Priority Placement Program (PPP) registrants as appropriate. It is DoD policy to minimize the adverse effects on employees caused by actions such as, but not limited to, reductions-in-force (RIF), base closures, realignments, consolidations, contracting out, position classification decisions, rotation from overseas, and transfers of function (TOF). Programs providing priority placement consideration to individuals include:

a. Department of Defense Priority Placement Program (DoD PPP).

b. Interagency Career Transition Assistance Program.

c. Re-employment Priority List.

4. If an employee is not selected under priority consideration and the employee applies for and is certified as one of the best qualified under competitive promotion procedures for the same position, the selecting official must specifically address in his/her selection decision letter the reason(s) why a priority consideration candidate was not selected.

5. In addition to tracking and advising on priority consideration program impacts to hiring decisions, HR officials will also advise hiring officials whenever a position in their organization is "obligated." Specifically, that there is an employee who has a statutory restoration right to the position based upon active military service, a compensable injury, and/or completion of an overseas tour.

6. Based upon hiring authorities used, candidates within the area of consideration eligible for noncompetitive selection, such as Americans with Disabilities, VRAs, 30% disabled veterans, lateral reassignment, transfer, and reinstatement, are referred for the selecting official's consideration. Refer to enclosure (1) for more information on these noncompetitive recruitment sources.

7. After HRSC has completed their actions as outlined above, the certificate containing the names of the referred candidates will be forwarded to the selecting official. Once the certificate is delivered to the Command's hiring official, responsibilities for candidate pool assessment and selection rest within this Command.

c. Assessment/Selection

(1) During assessment, candidates are rated against pre-established KSAOs (i.e. qualifications) of the billet. If assessed to be fully qualified for the position, candidates eligible for noncompetitive selection may be selected for assignment to the billet by selecting officials. Such discretion is generally based upon the fact that noncompetitive candidates have previously successfully competed and held the grade of the billet being hired against, so re-competition is not necessary. However, with certain exceptions, selecting officials still have the discretion to use competitive procedures in order to compare all candidates (competitive and noncompetitive) in order to identify and select the best qualified.

(2) Before reviewing the qualifications of individual candidates referred on a certificate, selecting officials will ensure an assessment plan has been developed. The plan will guide all actions associated with assessing candidates and selecting the most qualified. The assessment plan will be documented prior to executing assessments, and will be founded upon the KSAOs necessary to successfully perform in the prescribed job. Enclosure (4) provides detailed guidance on developing assessment plans. Even when noncompetitive procedures are used, the candidate eligible for noncompetitive selection must still be reviewed against assessment plans in order to validate that the candidate meets all KSAOs for the billet.

(3) When competitive procedures are used, candidates are rated against pre-established KSAOs and subsequently ranked by comparing candidates' ratings to each other. Competitive procedures apply to merit promotion actions as well as many other hiring authorities. Enclosure (1) provides details on hiring authorities and competitive procedures. Whenever competitive procedures are employed for hiring actions, assessment plans will include structured interviews as an assessment method/criteria for all supervisory positions, regardless of grade, as well as all positions (supervisory and non-supervisory) being filled at and above the GS-11 level (including positions with a target of GS-11). Interviews are required for all FWS positions, and all positions being filled at and above the WG-13/WL-13 level. Supervisory and senior positions invariably require personal interaction and

communication skill sets where assessment is facilitated by use of the structured interview as an assessment method.

(4) Interviews for non-supervisory positions below the position levels identified in the previous paragraph are optional unless deemed necessary based upon the designed assessment plan. The President, AFGE Local 2317 will be notified when selection panels are utilized to attempt to fill bargaining unit positions. Union notification must occur at least 5 days prior to conducting interviews to ensure sufficient time to coordinate Union participation. The Union President will have the option to appoint a subject matter expert (SME). The SME, if appointed and available, will serve as a non-participating observer during the interview process, if there is no objection from the individual being interviewed.

(5) All interviews will be conducted using a structured format.

(6) Advisory selection panels will be formed by selecting officials to assess candidates and recommend selection for all positions being filled through competitive procedures, regardless of the grade of the position being filled. Advisory selection panels will be established in writing by selecting officials, and the appointment letter will be included as an official part of the hiring documentation package. A panel chairperson will be designated, and the panel will include individuals with subject matter expertise relative to the position(s) being filled. Selecting officials will ensure appropriate EEO representation on advisory boards reflective of the diversity of the candidate pool being considered. At a minimum, one EEO member/representative will be designated in the panel appointment letter whenever the candidate pool reflects EEO diversity. Advisory panels considering candidates for position(s) which will not require interviews (see above) will consist of two or more members, including the chairperson. Positions for which interviews will be conducted will consist of a minimum of three members, including the chairperson. At least one panel member must be from outside the hiring organization, with the hiring organization being defined as the organization under the supervision of the hiring action Selecting Official. Assigned panel members must be equal to or greater than the grade level of the position being filled. Panel members and union observers must sign a statement acknowledging their understanding of the confidentiality requirement of the assessment/interview/selection process.

(7) After finalizing the assessment plan but before execution, the selecting official will decide upon the structure to be used to execute the assessment plan. Taking into consideration such factors as the hiring authorities used, the finalized assessment plan, the number of candidates referred for consideration, and the number of vacancies to be filled, the selecting official will decide whether assessment is executed in a single or multiple phased approach. A common example of this would be a selecting official deciding, based upon the number of candidates contained on the certificate, that assessment criteria contained on resumes would be used to identify a smaller pool of the best qualified candidates to contact for follow-on structured interviews. A second structuring example is deciding whether to conduct a single round of interviews or holding second interviews of the top candidates.

(8) Some hiring authorities have specific structuring and/or veteran preference requirements which must be applied during the competitive assessment/selection process.

(a) When using DEU as the hiring authority, selecting officials must apply the "Category Rating" process and due consideration of preference eligibles (e.g. veteran's preference) as outlined in 5 CFR Part 332 and OPM DEU Operations Handbook. Category Rating is an alternative rating where rule of three does not apply. Rather than assigning individual numeric scores category rating is the process of establishing quality categories based on job related criteria.

(b) Selections for VRA appointments utilize category ratings. Selecting officials receive a certificate of eligible applicants, all of whom are veterans. There are up to three groups on the certificate: Category I; Category II; and, Category III. Selecting officials may select any applicant within Category I. Selecting Officials may select any applicant within Category I and II if there are less than three applicants in Category I. Selecting Officials may select any applicant within Category I, II, and III if there are less than three applicants in Category I and II. If selecting officials are filling more than one vacancy, the rules outlined above apply on each selection and applicants already selected are not counted in determining whether or not the selecting officials may cross over into the other categories to make the next selection. Selecting officials should refer to the OPM DEU Operations Handbook.

(9) Veteran's preference must be applied when considering appointments to the Student Temporary Employment Program and the Student Career Experience Program.

(10) Once an assessment plan has been created and a certificate listing a pool of qualified candidates is received from HRSC, the process of executing the assessment and selecting the most qualified candidate can begin. If the assessment plan has been created and is available when the certificate containing qualified candidates arrives, executing the assessment and selection should be a timely process. Selecting officials should take no longer than thirty days from the issuance of a certificate to complete the selection process and provide HRO the results. Merit promotion and competitive examining selection certificates carry expiration dates of 30 days. If uncontrollable circumstances occur, documentation must be provided prior to the expiration of the 30 day timeframe stating the reason(s) for delay and the date of anticipated completion. The HRSC may approve only 1 extension of 30 days.

(11) Employees named on the certificate who are absent for legitimate reason (e.g., on leave, at training courses, TAD, etc.) must receive appropriate consideration. Selecting officials should exercise due diligence in their attempts to contact these individuals and accommodate to the extent practical. However, selecting officials are not required to delay a selection in order to interview applicants certified if due diligence has been taken to contact/accommodate without result, or individuals fail to respond to notification attempts. Efforts made to contact/accommodate should be documented and included in the hiring documentation package.

(12) Execution of the assessment process will be in accordance with the developed assessment plan and will be documented using command-approved score sheets/hiring spreadsheets. See enclosure (7). Command approved examples will be maintained on an approved intranet website for review/downloading by hiring officials as required.

(a) Proposals for new or improved products will be submitted by hiring officials to the CPC. These recommendations will be reviewed by HR and the Counsel's Office. If approved, they will be posted by the CPC on the website for general use. Advisory selection panels will use the selecting official's assessment plan and applicable command-approved score sheets to document the scoring of each applicant assessed.

(b) The example provides a level of detail and/or format guidance only; actual KSAOs evaluated on the score sheet, points awarded to different assessment criteria, and all other aspects of the assessment are determined by the Selecting Official based upon the particular billet requirements.

(13) The final step in rating and ranking is to combine ratings into a single score and rank the candidates based on those ratings, then make a recommended selection, along with alternates. As discussed in enclosure (4), ratings can be combined either by equally weighting the points, or by assigning different weights to each rating factor. Whichever method is used, it must be consistent for all candidates. The recommended selectee is generally the candidate with the highest score, and the alternate selectees are the candidates ranked just below the selectee, in order.

(14) The proceedings of rating, interviewing, and selecting panels/officials are privileged and will not be disclosed by participants. Unauthorized, unofficial disclosure, or other improprieties or violations on the part of panels and officials can result in the product of their effort being canceled and reprocessed. Also, those found guilty of such disclosure may be subject to disciplinary action.

(15) Whenever practical, reference checks should be conducted once the applicant pool is narrowed down to the top candidate(s) as a final assessment step to validate candidate information and gain additional perspectives.

d. Selection/Nonselection Notification Process

(1) Upon completion of deliberations, the chairperson of the advisory selection panel will prepare an advisory panel recommendation memorandum addressed to the selecting official describing the results of the assessment process and reasons for making the recommendation. The advisory selection panel memorandum will provide a level of detail consistent with the selecting official's selection letter. Examples are provided in enclosure (8) of this Order. All panel members will sign acknowledging that the recommendation in the memo is the result of the panel's combined judgment and that the process described in the memorandum was followed.

(2) If the advisory selection panel's recommended selection is not accepted, the selecting official will fully justify in his/her selection letter the reasons for rejecting

the recommendation as well as justification of the candidate selected.

(3) Selection results will be provided by letter correspondence from the Selecting Official via the Reviewing Official to the supporting HRO. The selection decision letter should clearly document the process used to arrive at the selection, as well as clearly articulate the specific qualifications of the selectee(s) (primary and alternates if applicable) which led to their selection as most qualified. General statements which do not clearly articulate or justify the selection are inadequate. Vague, unspecific reasons, or statements unsupported or contradicted by facts of record are unacceptable. The completed selection memo will be dated and include the Request for Personnel Action (RPA) number, dates of key selection procedures (e.g., "interviews were scheduled 24 October- 7 November"), a brief description of the position (including the requirements of the position), a brief summary of the process used to determine position requirements, the area of consideration for the opening and how it was determined, information about the selection panel members (who was on the panel and what role they held), a copy of the final certificate of eligible candidates (as an enclosure), an indication of who among those received further consideration (such as an interview) and a brief description of the process used to make that determination, the process used to rate and rank candidates to include the rating factors used (do not include the actual interview questions), the name of the selected applicant and alternate selectees, a thorough description of the rationale for the selection decision (to include a comparison of the selectee with the other applicants that cites specific areas where the selectee had higher qualifications than other candidates, and a similar comparison for alternate selectees), and a statement that all applicable EEO rules and policies were followed in the selection process and that consideration of all eligible candidates was conducted in a fair, consistent, and impartial manner. Enclosure (8) provides examples of effective selection decision letters.

(4) On rare occasions, a selection is not made from the list of candidates contained on a certificate. When a selection is not made, the selecting official will inform the supporting HRO and close out the electronic certificate online. The selecting official must clearly document why a selection was not made. If at least three candidates were referred, reason(s) for not making a selection will be reported by the selecting official via the Reviewing Official and the chain-of-command to

the Executive Director. When multiple certificates are issued for a vacancy at different grade levels and a selection is made from one of the certificates, the unused certificates do not have to be justified.

(5) For each hiring action (to include actions resulting in no selection), a complete documentation package should be collected and archived to ensure that assessment and selection decisions can be reconstructed at a later time. Enclosures (4) and (5) provide specific information on what must be included as part of the hiring documentation package, as well as details on the archival process.

(6) Selecting officials will ensure all interested candidates receive timely notifications relative to the status and results of the hiring process. Such notifications are more than just a professional courtesy. They serve to increase process transparency, reduce rumors and frustrations, and reduce the number of follow-up inquiries.

(7) Notification to applicants that they have been excluded from a certificate by HRSC screening decisions may prompt questions concerning basic eligibility and rating determinations. Within 5 days following notification, such questions can be submitted using online instructions provided by the supporting automated system Civilian Hiring and Recruitment Tool (CHART) in an attempt to resolve the dissatisfaction. If the applicant is not satisfied with the response, he/she may request to elevate such request to the HRSC. Resolution must be received by 10 days after receipt of the request for review. If the matter is not resolved by the HRSC, the applicant may submit a grievance.

(8) For announcing final selection, HRO will contact the selectee. HRO will serve as the conduit between the command and the selectee for negotiations and pay setting which lead to a final decision to accept or decline the position. Additional information on negotiations and pay setting are contained in the following section and in enclosure (9). Once HRO advises the selecting official that the selectee has accepted the position and an effective date has been set, the selecting official should notify remaining nonselectees that the position has been filled. Such notifications should be positive and tactful, and should express the command/organization's appreciation for the candidates' interest in serving in the billet. Final disposition of candidate applications may also be updated in candidate individual accounts on the DON hiring website by HRSC,

but notification such as an email from the selecting official or hiring panel chairperson provides a more personal and professional conclusion to the process. A single email with all nonselected applicants listed as "bcc" copies provides a professional notification while minimizing burden and protecting the privacy of other candidates.

e. Verifying Suitability and Conducting Pay Setting

(1) Upon receipt of the Selecting Official's selection letter endorsed by the Reviewing Official, the HRO will officially notify the candidate(s) selected and extend the tentative offer of employment. At this time, the offer may be conditional based on subsequent determinations that the person is suitable for federal employment and that the person's appointment is clearly consistent with the interests of the national security at the sensitivity level designated. The supervisor of a position is required to designate the sensitivity level for a particular position, which triggers the investigative requirements for the position in relation to the national security assessment required by 5 CFR Part 732. This sensitivity level is noted on the position description coversheet OF-8. HRO reviews the candidate's Declaration for Federal Employment (OF-306) to determine if issues exist that might be considered a basis for finding an individual unsuitable for federal employment.

(2) In some cases, there may be some negotiations necessary to reach a consensus on pay setting. Pay setting, when applicable, must involve the selecting official, Office of the Comptroller, the HRO, and the candidate. Communication with the candidate should be managed by HRO as the official government representative. Enclosure (9) provides detailed guidance relative to pay setting.

(3) Subsequent to pay setting and positive return on background checks, HRO will make a final job offer. Neither selecting officials nor advisory panel members will preempt this process with premature unofficial notifications. Once the selectee accepts the position, HRO will advise the hiring organization involved.

f. Miscellaneous Post-Selection Actions. As part of the pre-employment process, drug testing will be required by HRO of all individuals tentatively selected for a test designated position. Upon the employee's first day of employment, the Base Security Office will process necessary fingerprinting

requirements. At this time, a SF-85 or SF-86 is processed depending on the type of clearance required for the position. Base Order P5500.3J provides further guidance on handling and control of classified information and material.

3. Transitioning Internal Selectees

a. Employees selected under competitive merit procedures (either for promotion, reassignment, change to lower grade or detail) are to be released no later than the beginning of the second pay period after notification by HRO/HRSC except in unusual circumstances, but not later than 30 days after notification.

b. Promotions normally will be made effective at the beginning of a pay period. Exceptions may be approved by the HRSC in unusual cases where another effective date would clearly be in the best interest of the government.

c. If an employee is nearing the end of a waiting period for a within-grade increase, consideration should be given to effecting a promotion at the beginning of a pay period on or after the effective date of the within-grade increase, if such action benefits the employee and would not delay the promotion for more than 30 days.

4. Grievance Procedures/Guidance

a. HRSC decisions to exclude applicants from a certificate may be appealed to the appropriate Commanding Officer, under either the Navy administrative grievance procedure or, for bargaining unit employees, the Master Labor Agreement negotiated grievance procedure. Such grievances must be submitted within 15 days after the written explanation by the HRSC personnel.

b. The selection process will not be delayed pending completion of the review of a rating or the resolution of a grievance. If, however, a corrected error would have resulted in referral for consideration and the personnel action to fill the position in question has not been effected, the employee's name will be referred to the selecting official for consideration. Additionally, if a corrected error would have resulted in referral for consideration and the personnel action to fill the position in question has been effected, the employee will be placed on the Priority Consideration Employment (PCE) list and referred accordingly.

c. Other matters of dissatisfaction are to be resolved under the Navy Administrative grievance procedure.

d. Nonselection from a properly constituted certificate is not a basis for an administrative grievance, nor can an applicant grieve the rating or ranking of another applicant.

e. Complaints involving allegations of discrimination because of race, color, religion, sex, age, non-disqualifying physical disability, or national origin will be submitted per EEO regulations.

f. In case of a grievance or complaint, employee/candidates may be entitled to see their own information on the panel's scoring. Other information, if requested, will be sanitized to protect other candidates' privacy.

Developing/Validating the Assessment Plan

1. Overview. Selecting officials are responsible for ensuring that a thorough and fair assessment plan exists to guide the assessment process. The development/validation of the assessment plan is a necessary prerequisite to the actual rating of candidates. The plan is founded upon the KSAOs of the billet, and will include the details associated with how the qualifications of candidates will be assessed against the requirements of the billet. Developing the assessment plan will include identifying/weighting the rating factors that will be assessed, choosing the appropriate methods/criteria for assessing the factors, and developing rating scales to guide the grading of each factor.

2. Identifying/Weighting Rating Factors

a. Rating factors will be selected from the KSAOs that are required for the job. In choosing from among the KSAOs required for the position, those most suitable for rating and ranking candidates include:

(1) KSAOs which are considered most important for job performance.

(2) KSAOs required upon entry to the job as opposed to those that can be learned on the job.

(3) KSAOs which best lend themselves to rating. Not all KSAOs can be assessed in a reliable, cost-effective manner. KSAOs which cannot be assessed well within the selection process should be eliminated from the process unless absolutely critical to performance at entry.

b. The total number of rating factors selected for the assessment plan should be enough to cover the essential qualifications of the position, but not so excessive as to create rater confusion during assessment execution. Generally three to seven rating factors are sufficient.

c. The following chart illustrates a process which takes a job requirement/task statement contained on a position description and begins to develop/analyze potential rating factors to use in the assessment. In this example, the selecting official might choose the first and third KSAOs as rating factors to include in the assessment plan.

Task statements	KSAs required for task performance	KSAD importance for performing the job task	Necessity of KSAD upon entry into job
		1 = Not important 2 = Somewhat important 3 = Important 4 = Very important 5 = Extremely important	1 = Not important 2 = Somewhat important 3 = Important 4 = Very important 5 = Extremely important
Inspects construction operations (erosion control, concrete paving, asphaltic concrete paving, painting, fencing) to ensure compliance with construction specifications and plans and verbal instructions for daily review by the supervisor.	Knowledge of OSHA regulations for the construction industry	5	4
	Knowledge of local building codes	4	2
	Ability to read blueprints, building plans, and construction schedules	5	5
	Union inspector certification	5	1
	Ability to communicate verbal instructions	3	5
	Ability to draft basic construction plans	2	2

d. Rating factors may or may not be of equal importance in execution of billet responsibilities. In designing the assessment plan, selecting officials may choose to weight ratings factors to accurately reflect their relative importance in successfully executing the duties of the billet being competed.

3. Choosing Appropriate Methods/Criteria for Assessing Rating Factors

a. After identifying what factors will be assessed and the relative value of each, the most effective methods/criteria to use to rate candidate qualifications against those factors must be selected. A wide variety of assessment methods and criteria exist to evaluate individuals on their job-related competencies. Within this Command, the criteria most often used to assess/measure candidate qualifications against rating factors are job experience, education, training/certifications, performance/awards and structured interviews. In designing the assessment plan, objective factors such as training, work experience, and licenses and credentials can be checked on the resume, but should also be confirmed through references or credentialing institutions. The supporting HRO can assist in contacting credentialing institutions. Other rating factors may be better assessed through a different assessment method such as a structured interview. Most rating factors can be assessed

using multiple criteria. Use validity checks and multiple criteria wherever possible in the assessment plan.

b. The relevance of different assessment criteria can vary by the rating factor to be assessed. For example, the rating factor "Ability to communicate verbal instructions" might be most accurately assessed through interview and previous job experience (i.e. having jobs which required verbal communications skills). Certifications and awards' criteria may have lesser relevance to this particular factor. If this particular rating factor were part of the assessment plan, the selecting official might choose to use job experience and interview results over other assessment methods/criteria to reflect the greater relevance of those criteria to the specific factor being assessed. Relative value afforded assessment criteria should be based upon how relevant each assessment criteria is in rating the candidate's competency to perform the qualification/rating factor being assessed.

4. Developing Rating Scales

a. Rating scales are essential for ensuring that all candidates are evaluated against a common set of standards. Rating scales serve as guides in scoring/assigning value to candidate qualifications for each of the assessment methods/criteria applied to a rating factor. Some criteria, such as education, may lend themselves to a fixed rating scale such as the following:

- xx Points: Masters degree or higher with a job-related major
- xx Points: Post-Bachelors work in a job-related major
- xx Points: Bachelors degree with a job-related major
- x Points: Masters degree/Post Bachelors work/Bachelors degree with non job-related major
- x Points: Completion of college-level courses totaling 60 or more semester hours (90 or more quarter hours)
- x Points: Associates degree
- x Points: Vocational-technical diploma
- x Point: High school graduate or GED

b. Other assessment criteria, such as job experience, may best be graded using a descriptive rating scale. Descriptive rating scales may contain several factors which taken together provide raters a picture to help match responses to numeric grades.

1	2	3	4	5
■ Did not complete project	■ Completed work late	■ Completed work on time	■ Completed work ahead of schedule	■ Completed work ahead of schedule
■ Work was delivered very late	■ Work was not high quality	■ Quality of work was within expectations	■ or to a higher than expected level of quality	■ and to a higher than expected level of quality
■ Did not use available resources or team members	■ Inefficiently used resources and team members	■ Used resources and team members to perform work	■ Project plan used resources and team members efficiently	■ Project plan used resources and team members very efficiently
■ Did not have project plan	■ Had an inadequate project plan	■ Had a project plan		

c. Scales should normally include between five and eight rating levels. Rating scales developed for each assessment criteria should, as necessary, be customized for each of the rating factors (qualifications) being assessed. In many cases, such customization may not be necessary if the rating scale applies equally well to other rating factors. Fixed scales developed to grade education may, for example, apply equally well across multiple rating factors. In any case, the completed assessment plan must clearly articulate the rating scales that will be applied for each assessment criteria to be used and each rating factor to be assessed.

d. Before finalizing the assessment plan, review the product to ensure it will fairly and accurately assess candidates against job requirements. The assessment plan should be balanced and not allow candidates to be selected solely on the basis of getting a lot of credit for attending training courses, or having a higher level of education than required for an entry level position. Uncapped points systems aren't appropriate for this reason (e.g., one point for each training course taken). In weighting criteria/developing rating scales, consider the following:

(1) In valuing job experience, note that most KSAOs are gained within the first 2 or 3 years of employment and experience beyond 5 years in a specific or narrow area is generally no more valuable. Experience beyond 5 years may be more valuable where scope of work is broad, crosses several disciplines, or involves considerable complexity. How closely the experience relates to the specific KSAOs sought must also be factored.

(2) In valuing training, consider capping credit for training at relatively modest levels. Training courses beyond what is helpful to the candidate's work are not necessarily a positive indicator. Consider that training which has direct application to the KSAOs you are rating.

(3) Education in a related field can be a good indicator of vocational interest. Also, it is important to consider what KSAOs a candidate is expected to have based on having an education in a particular field. Thinking through what job relevant KSAOs should be conferred by a degree in a particular field may also help to determine what related fields confer similar skills, or how much to rate degrees in related fields. For example, if a bachelor's degree in accounting typically confers a graduate with knowledge of generally accepted accounting principles and math ability, it is reasonable to ask whether these same skills are conferred by degrees in finance or business administration.

(4) While awards and past performance history should be valuable indicators of capabilities and future performance, the value assigned should be tempered by the knowledge that each measure has limitations. Historically, the civilian performance appraisal system has essentially been a pass/fail. Awards, while certainly an indicator to consider, have a number of program administration inconsistencies which argue against weighting this criteria too heavily.

5. Structured Interviews

a. The structured interview includes the following characteristics: (1) all questions are job related; (2) questions are predetermined and reduced to writing prior to conducting interviews; (3) rating scales are predetermined for each question; (4) a scripted protocol is generally followed; (5) all candidates are asked the same questions, and (6) prompts and follow-up questions are limited and structured.

b. The following guidance should be utilized when developing questions for an interview:

(1) Identify the critical KSAOs that will be assessed in the interview, then write job-relevant questions to measure each KSAO. Avoid questions that are unrelated to the KSAOs.

(2) Focus on successful job performance - the best interview questions are open-ended questions.

(3) Avoid problematic types of questions.

(4) Develop an appropriate number of questions. Often, five to eight interview questions are sufficient. Ideally, each KSAO should be covered by more than one question.

(5) In designing rating scales and evaluation criteria, develop descriptive rating scales for each question so that all raters have a common foundation to grade candidate responses. Descriptors might include key elements of the answers you expect to questions posed.

c. In preparation for conducting interviews, ensure the following:

(1) That interviewers/panel members understand and are familiar with the format for conducting the structured interview. Ensure interviewers are alert to common rater biases.

(2) That interviewers understand how to use the scoring guidelines and are comfortable making judgments on the basis of interviewee responses.

(3) That guidelines are established and understood relative to asking follow-up questions, and addressing questions that may be presented by candidates during the interview. Three follow-up techniques generally used successfully by interviewers are asking for elaboration, restating the candidate's answer by summarizing (reflective listening) and asking for clarification. For questions posed by candidates, guidelines will limit the times when candidates can ask questions to minimize the possibility that a candidate's questions can bias interviewers' evaluations of the candidate's responses.

d. Applicants are notified no later than the workday preceding the date of the interview. To the extent possible, an equal amount of advance notice should be used for all candidates to allow equal preparation time. Occasionally a candidate will decline the interview opportunity and withdraw from consideration. Such instances will be clearly documented and included as part for the hiring documentation package. Whenever possible, written declination from the candidate should be obtained.

e. Ensure that applicants have an opportunity to review job descriptions, duties, and responsibilities. Ensure every applicant has access and sufficient time to review job description information prior to conducting interviews.

f. Schedule all interviews for the same amount of time.

g. Secure a quiet, comfortable space to conduct the interviews. If interviews are conducted back-to-back, steps should be taken to ensure that candidates are kept separate to avoid communication between them.

h. Use the same seating arrangement for all on-site candidates, and the employ the same telephone protocol for all telephone interviews.

6. Conducting the Interview

a. The process of conducting the interview should be the same for all candidates. When panels interview, the same interview panel will be used for all candidates.

b. Greet Candidate and Build Rapport

(1) Use the same individual within the interviewing panel to greet, lead the process, and present the questions for all candidates.

(2) Be friendly as candidates are welcomed. Ask candidates for their preferred name.

(3) Thank candidates for making time to participate in the interview process.

c. Define the Interview Purpose and Process

(1) Explain to candidates that they and the interviewers have a common goal of information exchange. Candidates are expected to share detailed information about their work history and qualifications, and interviewers share information about the job and the organization.

(2) Describe the role of the interview in the selection process so that candidates understand how the information collected during the interview will be used in the selection decision. For instance, if the interview is the last step in the process, interviewers should explain in general terms how

the scores will be combined with other selection criteria to make a final decision. They should tell candidates that several candidates are being considered and that no decisions will be made until everyone has been interviewed. Making the process as transparent as possible will likely lead to fewer misperceptions of wrongdoing and complaints.

(3) Explain the interview format so that candidates have a complete understanding of what to expect during the interview. Knowing the interview process (e.g., a panel interview versus sequential interviews with various representatives of the organization) will put candidates more at ease. Candidates should be told that interviewers will ask structured questions and that they will have time to ask their own questions afterward.

(4) Once they understand the interview process, summarize job duties and responsibilities. To ensure fairness, it is important that the same information about the job be presented to all candidates. Following a script within the interview guide will ensure that the same information at the same level of detail is presented to all candidates.

d. Explain Note Taking

(1) Taking notes encourages interviewers to attend to responses and organize their thoughts. The notes also increase accuracy, recall, and evaluation consistency for interviewers. Therefore, it is important for interviewers to take notes on the information the candidate presents during the interview.

(2) Interviewers should explain to candidates that to avoid forgetting any important information provided during the interview, they will be taking notes.

e. Allow Time for Candidate Questions. Candidates should have an opportunity to ask questions about the interview and hiring processes before starting the interview, although interviewers should avoid answering detailed questions about the job at this point in the interview.

f. Ask Interview Questions

(1) Follow the same sequence for each candidate. Questions will be organized in a way that follows a logical flow.

(2) Follow guidelines on using follow-up questions during the interview. If follow-up questions are allowed, it is important for interviewers to verify that they have obtained enough information to make a rating before moving on to a new question.

(3) Interviewers should take detailed notes. Notes become a record of the interview and therefore should be based on factual information given by candidates. The notes should not contain subjective information or observations or irrelevant information that candidates may provide (e.g., family status, disability information).

g. Conclude the Interview

(1) After verifying that all the interview questions have been asked and that sufficient information has been gathered to support ratings of these questions, conclude the interview.

(2) Thank candidates for their interest in the job and ask them if they have any questions. Now is the time to answer any job specific questions that candidates have. Remember, the purpose of the interview is to have a two-way exchange of information.

(3) Once the questions have been addressed, interviewers should give candidates general information about when and how they will be contacted with updated information and status.

h. Evaluate Candidate Interview Results

(1) Immediately after a candidate interview, interviewers should follow the scoring guidelines to evaluate the candidate on each rating scale, being sure to use the descriptive anchors on each rating scale to guide their rating. Interviewers should not place too much emphasis on nonverbal information, such as the candidate's dress or mannerisms. Virtually all studies that have looked at nonverbal communication show that interviewers are not able to accurately identify and diagnose the reason behind nonverbal behaviors. As such, it should not be a part of the evaluation process.

(2) If a panel interview is used, the panel members should make their notes/ratings independently. Interviewers should not discuss the quality of a candidate's responses during

or after the interview, until all interviews are complete. Such a discussion can create "contrast errors" where candidates are compared against a single candidate rather than the requirements of the job itself. Discussions associated with clarifying factual information between interviews are appropriate as long as care is exercised to avoid open evaluation of interviewees and responses before all interviews are complete.

(3) Upon conclusion of the final interview, the panel chair should compare the ratings for each interview question and each candidate provided by the panel members and a consensus meeting should be held. At the consensus meeting, the panel members should provide examples from the candidate's response to support the initial rating given for each question. Discussing the examples should help the panel reach a consensus on the ratings. It may be impossible to achieve consensus among raters in all instances, but discussions generally lead to greater consensus.

(4) The interviewer/panel will then give each candidate an overall interview score to be used to make the final selection decision. This interview score will be combined with other assessment criteria (e.g., resume score) to rank the candidates and make the final selection decision.

(5) Interviewers will organize interview notes and submit them to be filed with other hiring documentation, such as the interview ratings and resume grading results. It is important to maintain actual interview notes so that they can be used to support ratings of the questions in the event a concern arises about the rating. Developing and following a structured interview with effective, job-relevant questions, interviewer notes, and useful rating scales will clearly show why the candidate was given a particular rating on a specific interview question, as well as the overall interview rating.

i. Reference Checking

(1) Reference checks should be conducted as necessary after the applicant pool is narrowed down to the top candidate(s). For clarity, a "reference" is a person (e.g., supervisor, coworker, professor) whom the selecting official or his/her designated advisory board chairperson can talk with regarding the candidate's past performance.

(2) Reference checking is primarily used to:

(a) Verify information provided by the candidate.

(b) Better predict the candidate's on-the-job success.

(c) Gain different perspectives and additional knowledge (e.g., candidate's abilities).

(3) Typically, the Selecting Official will check all primary and alternate selectees' references. The Selecting Official may delegate reference checking to the Advisory Board Chairperson. No further delegation of this function is authorized.

(4) If feasible, several references will be contacted in order to gather different perspectives on a candidate's skills and abilities. If references are not available, or if additional perspectives are desired, candidates should be asked for additional references.

(5) The reference should have been in a position to directly observe the candidate and be of a professional nature (e.g. previous or current supervisors) and not personal (friends, relatives, etc.). Use judgment and weigh the information references provide appropriately to the situation.

(6) Candidate permission is required to contact their references. Such consent may come from the candidate's resume, via language on the job application (e.g., a statement that all information provided by the candidate will be verified), or orally (e.g., during the interview). If a candidate has asked that their current supervisor not be contacted, ask the candidate to provide alternative references. Another option is to ask if their current supervisor can be contacted once a tentative offer has been extended to the candidate.

(7) In preparing to conduct reference checks, questions will be developed relevant to the position under consideration. For example, if the position requires the candidate to adhere to strict guidelines, asking a reference about the candidate's ability to follow work procedures might be appropriate. Ensure questions are open-ended and based on behavior the references

are likely to have observed. Examples of potential questions include:

(a) Could you give me a brief description of the duties the candidate performed?

(b) What were the candidate's strengths? What were the areas where the candidate could improve?

(c) Would you recommend him/her for this position? Why or why not?

(d) How well did the candidate know the work? How well did the candidate perform on the job? How well did the candidate manage the workload?

(e) How would you describe the candidate's relationships with co-workers, subordinates, and supervisors?

(f) Is there anything else you can tell me about the candidate's ability to perform his/her job?

j. Consider time constraints when deciding how many questions to ask. Keep the list of questions to a manageable number. When contacting the reference, briefly tell the reference who you are and why you are calling. Provide a brief overview of the position being filled. To encourage response, let the reference know the candidate has given permission to have his or her references checked.

k. Some agency (or company) policies do not allow the release of a previous employee's information. At a minimum, most will provide start and end dates and position titles. If you are not able to get the information you are seeking, you can ask the candidate to provide another reference.

l. If a reference provided by the candidate refers you to other individuals who can provide additional information, ensure candidate permission is obtained prior to contacting new references.

m. While checking references, it is possible the candidate may view a situation, interaction, or goal accomplishment differently than a reference; consequently, some discrepancies may emerge. If you receive information differing from what the candidate said, it might be beneficial to allow the candidate an opportunity to clarify.

n. Information gathered by the Selecting Official during reference checking, which might potentially alter selection decisions, should be discussed with the Reviewing Official before final selection decisions are made. Additionally, consult with the supporting HRO for additional advice/guidance.

o. When conducted, reference checking will be fully documented and included as a part of the hiring documentation package. At a minimum, documentation of reference checking will include, by candidate, the names of the references contacted, their respective relationships with the candidate (e.g., supervisor), the source of candidate permission to contact the references, questions posed and notes relative to responses received, and any follow-up actions taken to clarify discrepancies. See enclosure (4) for additional information on hiring documentation requirements.

Hiring Documentation Packages

1. Overview. Documentation packages will be constructed by selecting officials and forwarded to the CPC for retention of every hiring action. The content of documentation packages will be standardized in accordance with the guidance contained in this Enclosure and enclosures (5) through (8). Clear, complete, standardized documentation packages serve several critical purposes. First, they support consistency in process by forming a framework to prompt and guide selecting officials through the hiring process. Second, they provide a historical record of selection decisions and the rationale for those decisions so that questions, concerns, and/or challenges that might arise later can be accurately addressed. Finally, they can serve as feedback mechanisms that allow hiring officials to go back and review how decisions made during the hiring process influenced the quality of the selection.

2. Execution. Following the hiring process steps outlined in enclosure (2), the following documentation will be included in all hiring packages.

a. Prepare to Hire.

b. Position Requirements Validation Procedures and Results, which includes:

(1) Position Description (PD) reviewed/validated when and by whom.

(2) Results of PD Review.

(3) When the job analysis is performed, document the method used and results of who participated, when meetings were held, interviews conducted, notes collected, job observation results, list of minimum qualifications and selective factors sent to HRO, etc.

(4) Notes documenting physical requirements changes.

(5) Notes associated with determining duration of need.

(6) Notes associated with decisions to use target levels.

c. Copy of Certificate(s) along with:

(1) Notes/documentation pertaining to any applicant on the certificate who was not assessed (e.g. declined consideration, could not be contacted, etc).

(2) Rationale for returning a certificate without selection.

d. Assessment and Selection documentation, which includes:

(1) Documents associated with rating and ranking development, specifically:

(a) Notes pertaining to selecting rating factors and developing rating scales.

(b) Any notes pertaining to important KSAOs that could not be assessed in the selection process.

(c) Notes regarding how points are assigned to rating scales.

(d) Notes pertaining to how points are combined into a single rating and how candidates are ranked.

(2) Selecting Official's Panel Establishment Letter specifying who and how selected (Qualifications, Roles Chairperson, EEO Rep, SME, etc.).

(3) Advisory Panel members' Statement Acknowledging their Understanding of the Confidentiality Requirement of the Assessment/Interview/Selection Process.

(4) Documents associated with assessment and screening, which include:

(a) Score sheets.

(b) Procedures used to screen candidates prior to interviewing (e.g., resume review), along with any ratings made during that process and rationale used to decide who to interview.

(c) Resumes of candidates assessed.

(d) Description and rationale of procedures used to rank candidates.

(e) The final panel recommendations for selection.

(5) Documents Associated with Interview Process, which include:

(a) Interview development notes.

(b) Interview questions and their associated rating scales.

(c) Interview notes of each panel member.

(d) Ratings assigned to applicants.

(e) Notes made when comparing/consolidating results.

(6) Documents Associated with Reference Checking, which include:

(a) By candidate, the names of the references contacted and their association to the candidate (e.g., supervisor).

(b) Source of candidate's permission to contact source.

(c) Questions and notes relative to responses received.

(d) Any follow-up actions taken to clarify discrepancies.

(7) Selecting Official Selection Decision Letter which will include, when applicable, specific justification for non-selection of certified priority consideration candidates.

(8) Reviewing Official Endorsement to Decision Letter.

3. Hiring Package Processing/Retention

a. Who. Documents will be collected and organized by the selecting official or designated panel chairperson and retained in accordance with policies contained herein. Selecting officials will ensure completed packages are in PDF format and the digital copies forwarded to the supporting HRO for centralized archiving. Scanned copies are due to the supporting HRO within 5 working days of forwarding the selecting official's

selection letter with RO's certification to the HRO for processing.

b. Where. Hard copy packages, to include copies of selecting official selection letter and RO certification, will be filed in the CPC as the MCLB Albany centralized storage site. Packages will be secured in locked cabinets supervised by appropriate personnel. Selecting officials will forward scanned PDF copies of each hiring documentation package to the supporting HRO. The documentation packages will be held digitally on CD/DVD.

c. How Long. Digital copies of packages that include general recruitment, selection, and placement will be held for two years after the hiring action is completed. Packages that relate to recruitment through competitive examinations will be held 3 years. Packages associated with hiring actions under dispute or challenge will be retained per guidance provided by HRO or other competent authority. Hard copies of packages held within the hiring activities will be retained a minimum of 180 days. Packages will be tied to the location and billet identification number to which they relate.

d. Disposal Guidance. Hardcopy hiring packages will be disposed of by shredding. Digital records will be disposed of by shredding or rewriting CD/DVD's, or permanent deletion or overwrite of records contained on file server hard drives.

Selection Panel Documentation Checklist

Documentation Checklist		
Document Type	What should be recorded along with each document?	Documented?
Position analysis	Methods and results, position requirements, minimum qualifications, identified selection factors, weighting of selection factors, rationale for choosing selection factors and their weighting	
Certificate of Eligibles	Changes to the Certificate or job opening, whether a selection was made from the Certificate, why some applicants were not included on the Certificate	
Panel Appointment Memorandum	Selection panel member and titles/position, why each panel member was chosen, identification of chairperson	
Applicant list and contact history	Which applicants were chosen for interviews, how and when they were contacted, what the applicants response to the interview request was, who was selected for hire and how/when the person was contacted	
Structured interviews	Interview questions, ratings and rankings of applicants, notes taken by the selection panel	
Final ratings and ranking of applicants	Rating and ranking scales and methods used, the rating/ranking of each applicant and how each rating/ranking was computed, what information was used, who ranked/rated the applicants	
Selection Memo	Should summarize and supplement all documentation, should list which applicant was selected and identify alternate hires, should provide a rationale for the hiring decision	
Applicant notification	Should document when and how all applicants were contacted owing to being excluded from the certificate, change/delay in the job opening, when the completed application was received, when the final selection decision has been made	

SAMPLE - Position Scoring Sheet - SAMPLE

POSITION: GS-0346-13

The incumbent will serve as the Logistics Management Specialist, GS-0346-13-MR822734-C-IN20, in the xxxxx Office within the yyyy Division

KSAO REQUIREMENTS**1. SUPPLY CHAIN MANAGEMENT**

- Extensive knowledge and experience regarding laws, policies, regulations, management processes, supporting automated information systems, and commercial best practices applicable to supply chain management.
- Detailed knowledge of supply chain process flows across all levels of supply. Expertise in requisition and backorder management, inventory requirements determination/optimization, stock positioning strategies, and inventory management techniques associated with consumable and reparable items of supply.
- Knowledge of property accounting requirements.

2. MATERIEL READINESS

- Comprehensive knowledge of laws, policies, regulations and best practices applicable to materiel readiness management, to include supply, maintenance, and distribution support.
- Broad knowledge of DoD financial management policies and practices as they relate to logistics support programs, inventory management, and equipment maintenance.

3. LOGISTICS DATA & PERFORMANCE ASSESSMENT

- Experience in applying a wide range of qualitative and quantitative methods for the assessment and improvement of logistics processes, so as to enhance the quality and effectiveness of complex readiness programs.
- Knowledge to design and conduct comprehensive studies of readiness issues for which boundaries are extremely broad and difficult to determine in advance.
- Comprehensive knowledge of performance metrics associated with materiel readiness management, and how to develop, access, and interpret performance metrics in order to evaluate levels of support
- Ability to access, analyze, extract, and conduct trend analysis using supply information contained in automated information systems used to manage supply support actions and document requirements history.

4. MANAGEMENT AND COMMUNICATION SKILLS

- Skill to plan, organize and lead logistics support study teams and to negotiate effectively with high level officials to accept and implement recommendations which might involve substantial agency resources or require extensive changes in established work processes and operations.
- Skill to effectively and persuasively communicate, both orally and in writing.

SCORING CRITERIA

EXPERIENCE: (xx Points)

A candidate can receive a maximum of xx points under this category. Scoring is not cumulative. If a candidate qualifies under more than one of the categories he/she shall only receive points for the category most advantageous to him/her. Example: A candidate who possesses a majority of the KSAOs and has more than x years experience in a similar line of work will receive xx points. Even though this same candidate (who possesses a majority of the KSAOs) may also have less than x years experience in another line of work he/she will not receive additional points. Distinguishing between "same" and "similar" lines of work will follow the following general guidelines: "Same line of work" includes direct participation in equipment maintenance actions, processes, and/or analyses. Work which clearly qualifies the applicant as a maintenance subject matter expert. "Similar lines of work" would include indirect support to maintenance activities, direct involvement in supporting materiel readiness processes such as supply, distribution, or general logistics, or direct involvement in materiel readiness analysis and study.

xx Points: Possession of all KSAOs and x or more years of relevant experience in the same line of work.

xx Points: Possession of all KSAOs and at least one but less than x years of relevant experience in the same line of work.

xx Points: Possession of all KSAOs and x or more years of relevant experience in a similar line of work.

xx Points: Possession of all KSAOs and at least one but less than x years of relevant experience in a similar line of work.

xx Points: Possession of the majority of the KSAOs and x or more years of relevant experience in the same line of work.

xx Points: Possession of the majority of the KSAOs and at least 1 year of relevant experience in the same line of work.

xx Points: Possession of the majority of the KSAOs and x or more years of relevant experience in a similar line of work

xx Points: Possession of the majority of the KSAOs and at least one year of relevant experience in a similar line of work

xx Points: Possession of less than a majority of the KSAOs and at least x years experience in the same line of work

x Points: Possession of less than a majority of the KSAOs and one to x years experience in the same line of work.

x Points: Possession of less than a majority of the KSAOs and at least x years experience in a similar line of work

x Points: Possession of less than a majority of the KSAOs and one to x years experience in a similar line of work.

x Points: Possession of none of the KSAOs but at least x years experience in the same or a similar line of work.

EDUCATION: (xx Points)
A candidate can receive a maximum score of xx points under this category. Scoring is not cumulative. If a candidate qualifies for more than one of the categories he/she shall only receive points of the category most advantageous to him/her. Job Related Majors: Business Mgmt, Business Admin, Logistics Mgmt, Supply Chain Mgmt
xx Points: Masters degree or higher with a job-related major
xx Points: Post-Bachelors work in a job-related major
xx Points: Bachelors degree with a job-related major
x Points: Masters degree/Post Bachelors work/Bachelors degree with non job- related major
x Points: Completion of college-level courses totaling 60 or more semester hours (90 or more quarter hours)
x Points: Associates degree
x Points: Vocational-technical diploma
x Point: High school graduate or GED
TRAINING: (x Points)
A candidate can receive a maximum score of x cumulative points under this category.
x Points: Successful completion of job-related courses which include xxxxxxxxxxxx or courses leading to job related professional certification or evidence of career long learning characterized by significant annual training in courses
x Points: Successful completion of a job-related courses that includes xxxxxxxxxxxx
x Points: Successful completion of a job-related course that includes xxxxxxxxxxxx
x Points: Successful completion of a job-related courses that include xxxxxxxxxxxx
x Points: Successful completion of job-related courses) include xxxxxxxxxxxx
AWARDS: (x Points)
To achieve x points, must have a history of significant career long recognition. If that reqt is met, points will be awarded cumulatively for awards received during the most recent seven years.
x points: Meritorious award/Meritorious Service Medal or higher
x points: Quality Step Increase (QSI)/Service Commendation Medal or equal
x points: Performance/Cash Award/Service Achievement Medal or equal
x point: Time Off, On-the-Spot, Letter or Cert of Commendation, Special Act, or Letter of Appreciation

Certificate number	Applicant	Position	Date listed	Experience 1		Experience Total Score	Resume	Ins/Exp	Total	Weight	Rating	Score	Credited	Experi
				Identify	Experience									
Applicant #1		Position	Scorer #1	0	0	0	0	0	0	10	0	0	0	
			Scorer #2	0	0	0	0	0	0		0	0	0	
		Organization	Scorer #3	0	0	0	0	0	0		0	0	0	
			Scorer #4	0	0	0	0	0	0		0	0	0	
		Series/grade	Scorer #5	0	0	0	0	0	0		0	0	0	
		Total		0	0	0	0	0	0		0	0	0	
Applicant #2		Position	Scorer #1	0	0	0	0	0	0		0	0	0	
			Scorer #2	0	0	0	0	0	0		0	0	0	
		Organization	Scorer #3	0	0	0	0	0	0		0	0	0	
			Scorer #4	0	0	0	0	0	0		0	0	0	
		Series/grade	Scorer #5	0	0	0	0	0	0		0	0	0	
		Total		0	0	0	0	0	0		0	0	0	
Applicant #3		Position	Scorer #1	0	0	0	0	0	0		0	0	0	
			Scorer #2	0	0	0	0	0	0		0	0	0	
		Organization	Scorer #3	0	0	0	0	0	0		0	0	0	
			Scorer #4	0	0	0	0	0	0		0	0	0	
		Series/grade	Scorer #5	0	0	0	0	0	0		0	0	0	
		Total		0	0	0	0	0	0		0	0	0	

Applicant	Education		Training		Awards		Other factors		Total
	Score	Credited	Score	Credited	Score	Credited	Score	Credited	
Applicant #1	0	0	0	0	0	0	0	0	0
Applicant #2	0	0	0	0	0	0	0	0	0
Applicant #3	0	0	0	0	0	0	0	0	0
Applicant #4	0	0	0	0	0	0	0	0	0
Applicant #5	0	0	0	0	0	0	0	0	0
Applicant #6	0	0	0	0	0	0	0	0	0
Applicant #7	0	0	0	0	0	0	0	0	0
Applicant #8	0	0	0	0	0	0	0	0	0
Applicant #9	0	0	0	0	0	0	0	0	0
Applicant #10	0	0	0	0	0	0	0	0	0
Applicant #11	0	0	0	0	0	0	0	0	0
Applicant #12	0	0	0	0	0	0	0	0	0
Applicant #13	0	0	0	0	0	0	0	0	0
Applicant #14	0	0	0	0	0	0	0	0	0
Applicant #15	0	0	0	0	0	0	0	0	0
Applicant #16	0	0	0	0	0	0	0	0	0
Applicant #17	0	0	0	0	0	0	0	0	0
Applicant #18	0	0	0	0	0	0	0	0	0
Applicant #19	0	0	0	0	0	0	0	0	0
Applicant #20	0	0	0	0	0	0	0	0	0



Selection Panel Standard Letter Templates

UNITED STATES MARINE CORPS

MARINE CORPS LOGISTICS BASE
814 RADFORD BLVD., STE XXXXX
ALBANY, GEORGIA 31704-XXXX

IN REPLY REFER TO:

12000

Code

Date

From: Selecting Official
To: FirstName1 LastName1, FirstName2 LastName2, FirstName3
LastName3
Subj: ADVISORY SELECTION PANEL FOR JOB TITLE XX-####-##, CERT#
XX#-XX####-##-XX#####-XX##

Ref: (a) BO 12335.1A

Encl: (1) Certificate/List of Eligibles

1. In accordance with the reference, you are appointed as members of the subject panel. FirstName1 LastName1 is designated Panel Chairperson. FirstName2 LastName2 and FirstName3 LastName3, based upon (insert specific qualifications/education/experience which qualifies each member as a SME), will provide necessary subject matter expertise to panel deliberations. FirstName2 LastName2 will serve as the panel's EEO representative. The subject panel will be guided by and comply with the reference when assessing candidates and recommending selection(s) from the enclosure.

2. As selecting official, I reserve the right to make the final selection. Therefore, you are not to discuss the recommendation of the panel with anyone until the Human Resources Office has notified the person selected.

3. The point of contact is the undersigned at 639-####.

F. M. LAST



UNITED STATES MARINE CORPS

MARINE CORPS LOGISTICS BASE
814 RADFORD BLVD., STE XXXXX
ALBANY, GEORGIA 31704-XXXX

IN REPLY REFER TO:
12000
CO1001

From: Advisory Selection Panel Members
To: Selecting Official

Subj: PROPOSED SELECTION RECOMMENDATION FOR SUPERVISORY
FINANCIAL MANAGEMENT ANALYST, GS-0501-12,
CERT#SE0-GS0501-12-MR675908-C-AL-11

Ref: (a) BO 12335.1A

Encl: (1) Selecting Official ltr 12000/CO1001 dtd 16 Jun 10
(2) Panel Acknowledgement of Understanding dtd 22 Jun 10
(3) Certificate/List of Eligibles
(4) Applicant Interest Inquiry Notifications/Declinations
(5) Resume Scoring Guide
(6) Summary Score Sheet
(7) Interview Schedule
(8) Interview Guide
(9) Panel Members' Documentation/Notes

1. Per enclosure (1), a selection panel was appointed for filling the subject position as Head, Accounting and Financial Systems Branch, Office of the Comptroller. Enclosure (2) provides the panel's acknowledgement and understanding relative to the proceedings of the panel to include responsibilities and confidentiality requirements. The panel met on 21 June 2010, received guidance from the selecting official, and decided that resumes could be scored and proposed interviews to be scheduled for 24 June 2010. Per reference (a), the following information is provided as to our assessment of all candidates based upon merit principles:

a. Enclosure (3) provides the certificate/list of eligibles totaling nine applicants. As a result of interest inquiries, five applicants were interested and four were not interested; however, one interested applicant subsequently declined the interview so this applicant's resume was not considered. Enclosure (4) provides all interest inquiries and declinations.

b. Utilizing enclosure (5), each panel member evaluated all four resumes fairly, carefully and impartially, scoring each

Subj: PROPOSED SELECTION RECOMMENDATION FOR SUPERVISORY
FINANCIAL MANAGEMENT ANALYST, GS-0501-12,
CERT#SE0-GS0501-12-MR675908-C-AL-11

resume's strength based on: 20 points for supervisory skills, and 10 points each for experience, education, training, and awards. Enclosure (6) provides the resume scores for the four applicants. The panel met again on 22 and 23 June 2010, gathered/discussed resume scoring data, and prepared for scheduled interviews.

c. On 24 June 2010, the panel chairperson conducted the scheduled interview process with the panel members in attendance. Enclosure (7) provides the interview schedule for the four applicants. Three interviews were conducted face-to-face and one interview was conducted over the phone. Interview questions focused on the knowledge, skills, abilities, and other characteristics (KSAOs) of the position; as such, six questions were asked of all four applicants utilizing the interview guide (enclosure (8)) as scripted protocol. Interview scores are provided on enclosure (6). Additionally, all panel members' documentation and/or notes are provided as required (enclosure (9)).

2. As a result of the above process and the panel's deliberations, the chairperson summarized both resume and interview scoring on enclosure (6). Closing the proceedings on 24 June 2010, the panel discussed overall scoring and their evaluations of the candidates. Overall scoring yielded a clear primary candidate. Therefore, the panel recommends Ms. XXXXX for selection consideration. Ms. XXXXX demonstrated through her resume and interview that she possesses the skills required by the position and is capable of fulfilling all duties and responsibilities as set forth in the position description. She is well-suited for this position because of her supervisory and leadership skills as well as her financial management experience.

3. All applicable equal employment opportunity rules and policies were followed in the selection process and

Subj: PROPOSED SELECTION RECOMMENDATION FOR SUPERVISORY
FINANCIAL MANAGEMENT ANALYST, GS-0501-12,
CERT#SE0-GS0501-12-MR675908-C-AL-11

consideration of all eligible candidates was conducted in a
fair, consistent, and impartial manner.

Chairperson

Panel Member

Panel Member

Panel Member



UNITED STATES MARINE CORPS
MARINE CORPS LOGISTICS BASE
814 RADFORD BOULEVARD
ALBANY, GEORGIA 31704

IN REPLY REFER TO:
12000
Code
Date

From: Selecting Official
To: Director, Civilian Human Resources Office
Via: Reviewing Official

Subj: SELECTION LETTER FOR JOB TITLE XX-####-##, CERT#XX#-
XX####-##-XX#####-x-xx-##

Ref: (a) BO 12335.1A

- Encl: (1) Selecting Official ltr 12000/CO1001 dtd 16 Jun 10
- (2) Certificate/List of Eligibles
- (3) Panel Acknowledgement of Understanding dtd 22 Jun 10
- (4) Applicant Interest Inquiry Notifications/Declinations
- (5) Resume Scoring Criteria
- (6) Interview Schedule
- (7) Interview Guide
- (8) Panel Members' Documentation/Notes
- (9) Summary Score Sheet
- (10) Panel Selection Recommendation ltr dtd 25 Jun 10

1. This Letter details the steps taken to select a candidate to fill the position of GS-####-##, (JOB TITLE) which will serve as Head, XXXXX Branch, XXXX Division. Request for Personnel Action (RPA) ###XXXXXXXXXXXXXXXXXXXXXXXXXXXX applies. Mr. XXXX, supervisor of this position, and I determined that there were a number of eligible individuals within this command and the local area; as such, the area of consideration for filling this position was local commands (Unit Identification Codes (UICs) 67008 and 67004). Additionally, I validated the accuracy of the position description (PD. Mr. XXXXX and I also validated that this position must be filled on a permanent basis due to workload and required supervision over the branch personnel.

2. This position requires the incumbent to supervise a team of six analysts in the XXXXX Branch which provides managerial

Subj: SELECTION LETTER FOR JOB TITLE XX-####-##, CERT#XX#-
XX####-##-XX#####-x-xx-##

accounting functional support and Defense Travel services support to include management of the Government Travel Charge Card program. Specifically, the incumbent is required to supervise the day-to-day activities of the financial analysts (GS-09 and GS-11 analysts); provide oral and written performance feedback; plan work, set priorities, and schedule work as necessary to assure accomplishment of the Branch's functions and continued customer support and training.

3. After receiving the certificate from the Human Resource Service Center (HRSC) (see enclosure (1)), I appointed a selection panel (see enclosure (2)). Mr. XXXXX served as Panel Chairperson and a subject matter expert (SME); Ms. XXXXX also served as a SME and the panel's EEO representative; and, Mr. XXXXX and Ms. XXXXX both served as panel members from outside the XXXX Division hiring organization. Enclosure (3) provides the panel's acknowledgement of understanding.

4. The certificate of eligible candidates included nine names. Inquiries of interest emails were sent to all candidates; five candidates indicated interest while four were not interested. Of the five interested candidates, one subsequently declined and the resume was not considered in the initial rating and ranking. Enclosure (4) provides all interest emails and/or declinations.

5. The supervisor and I developed an assessment plan which guided all actions associated with assessing candidates and selecting the most qualified. This plan included documentation built upon the knowledge, skills, abilities, and other characteristics (KSAOs) necessary to successfully perform in the prescribed job. On 21 June 2010, I met with the selection panel and provided guidance on the assessment plan. The panel subsequently utilized the resume scoring criteria identified for rating and ranking the four resumes. Enclosure (5) applies. The resume scoring process totaled 60 points: 20 points for supervisory skills and 10 points each for experience, education, training, and awards.

6. The panel decided to interview the candidates on 24 June 2010. All interviews were conducted between 9 a.m. and 3 p.m. (see enclosure (6)). Three interviews were conducted face-to-face and one interview was conducted over the phone. Panel

Subj: SELECTION LETTER FOR JOB TITLE XX-####-##, CERT#XX#-
XX####-##-XX#####-x-xx-##

members utilized the interview guide as scripted protocol which focused on the KSAOs of the position; as such, six questions were asked of all four applicants. Enclosure (7) is provided as the interview guide. Additionally, all panel members' documentation and/or notes are provided as required (enclosure (8)).

7. Following the interviews, the panel met to discuss their evaluations of the candidates. Interview scores were documented on enclosure (5) and provided to the chairperson who input all scores (resume and interview) into a summary score sheet (enclosure (9)). In review of the summary scores, Ms. XXXXX was determined to be the most qualified candidate based on both the resume and interview scores. Her extensive experience includes financial management experience as a budget assistant, industrial resources officer, and supervisory financial management specialist; this experience encompasses the broad range of appropriated and revolving funds' financial management. Also, though two of the other candidates have associate degrees, Ms. XXXXX does have a bachelor's degree which reflects her initiative and continued pursuit of higher education. She scored the highest during the interview process as compared to the other three candidates. Most importantly, as compared to the other candidates, Ms. XXXXX brings a wealth of supervisory experience as noted on her resume and as reflected during her interview.

After conducting a thorough review of the four interested candidates, I have accepted the advisory board's recommendation, enclosure (10), to select Ms. XXXXX for the position.

8. All applicable equal employment opportunity rules and policies were followed in the selection process and consideration of all eligible candidates was conducted in a fair, consistent, and impartial manner.

9. An electronic copy, in Portable Document Format (PDF) will be forwarded to your office within five working days.

F. M. LAST



UNITED STATES MARINE CORPS
 MARINE CORPS LOGISTICS BASE
 814 RADFORD BOULEVARD
 ALBANY, GEORGIA 31704

IN REPLY REFER TO:
 12000
 Code
 Date

FIRST ENDORSEMENT on Sel Of1 ltr 12000 Code Date

From: Reviewing Official
 To: Director , Civilian Human Resources Office (MCIMAS)
 Subj: **SELECTION LETTER** FOR JOB TITLE XX-####-##, CERT#XX#-
 XX####-##-XX#####-XX##

1. This letter details the steps taken to select a candidate to fill the position of GS-0305-07, Lead File Clerk, in the Processing Department (RPA# PD0050-GS030507). After conducting a thorough review of the seven referred candidates for the position, I have accepted the selection advisory board recommendation to select Mr. XXXXXX. If Mr. XXXXXX, Ms. XXXXXX is the alternate selectee.
2. I made this selection after reviewing the knowledge, skills, and abilities required to perform the position's duties. These documents were reviewed for currency by the position's supervisor, Ms. XXXXXX. We determined that there were a number of individuals with similar skills within this command and the immediate area. Therefore, we chose an area of consideration limited to this locale.
3. After receiving the certificate from the HRSC (see enclosure (1)), I appointed a two person selection panel to review resumes and rate and rank eligible candidates based on the assessment plan and KSAO points list I created. We did not interview the candidates, since this was a non-supervisory position below the GS-11 level and the KSAOs could be effectively evaluated from resume data alone.
4. Mr. XXXXXX received the highest ratings due to his training and experience with the new electronic document retention system that will be introduced this month. Ms. XXXXXX had taken the training course but had not used the system. The other candidates had not taken the optional training, and had no experience with these systems. As such, they were not considered suitable for the position.

Subj: **SELECTION LETTER** FOR JOB TITLE XX-####-##, CERT#XX#-
XX####-##-XXXXXXXXXX-XX##

5. All applicable equal employment opportunity rules and policies were followed in the selection process and consideration of all eligible candidates was conducted in a fair, consistent, and impartial manner.

6. An electronic copy, in Portable Document Format, of the complete hiring documentation package will be forwarded to your office within five working days.

Official Signature
F. M. LAST



UNITED STATES MARINE CORPS
MARINE CORPS LOGISTICS BASE
814 RADFORD BOULEVARD
ALBANY, GEORGIA 31704

IN REPLY REFER TO:

1000

Code

Date

FIRST ENDORSEMENT on Asstn Dir Proc Dept ltr 1000 PDD dtd
30 Jan 09

From: Director, Processing Department
To: Director of Human Resources Office

Subj: **SELECTION LETTER** FOR JOB TITLE XX-####-##, CERT#XX#-
XX####-##-XX#####-XX##

1. Forwarded for your action.
2. I have reviewed the basic correspondence and the supporting documentation package. Based upon this review and discussions with the Selecting Official, I concur with the selection decision and certify the hiring process complied with merit principles and was accomplished in accordance with command policies.
3. My review of the supporting hiring documentation package indicated that it was complete and in compliance with Marine Corps Logistics Base policy. The package will be scanned and a PDF copy forwarded separately. Request advice if package is not received within five working days.

Official Signature

F. M. LAST

Hiring Incentives and Pay Setting1. Overview

a. Compensation packages associated with hiring actions will be predicated on the merit system principle - stipulated by law - that equal pay should be provided for work of equal value, with appropriate consideration of rates paid by employers in the private sector, and with appropriate incentives and recognition provided for excellence in performance. The Command's use of compensation in terms of hiring incentives and pay setting must balance the need to attract and retain quality individuals for the workforce with the requirement to steward limited resources to best execute the command's mission. An effective hiring process does not require every hiring official to be an expert in complex federal compensation laws and regulations, and hiring officials will refer questions to the Office of the Comptroller, CPB, or Human Resources Offices as appropriate. Each hiring official should, however, have foundational knowledge of what hiring incentives are available, how pay setting will be conducted, and Command policies in place to ensure fairness and consistency across the command.

b. Compensation decisions relative to hiring actions can be broadly grouped into two categories. The first category includes decisions that can be tied to the billet itself. The position description leads to the determination of a salary range for a particular billet. But in addition to the salary range, hiring officials should also consider what, if any, hiring incentives might be offered in order to mitigate the likelihood of difficulties in filling the position. The second category includes compensation decisions tied to the qualifications of the candidate selected for a position. For example, superior qualifications may warrant consideration in pay setting deliberations to recognize advanced performance levels. It is recognized that the break between these two categories is not always clear, but the goal is to maximize consistency across the command in the consideration of hiring incentives and in the pay setting process.

c. Impacting decisions relative to hiring compensation packages is the fact that the Command operates under two personnel pay systems (General Schedule and Federal Wage System). When pay is set, the pay policies that apply to the pay system covering that position must be used.

2. Hiring Incentives. As used in this Order, hiring incentives include allowances and bonuses which may be authorized in conjunction with hiring actions for particular billets. Decisions relative to what incentives may be considered are tied to the potential difficulty in filling particular billets. Hiring officials should be familiar with these incentives as well as command policies relative to their use.

a. Pre-employment Interview Expenses. Authority to approve paying pre-employment interview travel expenses for permanent positions rests with the Commanding Officer. Requests with justification will be routed to the Commanding Officer via the Office of the Comptroller for approval prior to offering this incentive.

b. Recruitment Bonuses

(1) Upon a command determination that difficulty would otherwise be encountered in filling a position, a recruitment bonus of up to 25% of the annual rate of basic pay may be authorized for a newly appointed employee. "Newly-appointed" is defined as a first appointment as an employee of the Federal Government unless there is a 90-day break in service. The 90-day break in service has several exceptions. Approval authority to advertise/offer recruitment bonuses rests with the Commanding Officer, per reference (c). Using the criteria listed in reference (c) paragraph 5a, the Director of the hiring organization is authorized to purpose these bonuses and forward to the Human Resources Office (HRO) Director, via the Office of the Comptroller for review, and will include a determination that the position would be difficult to fill absent the incentive, as well as document the factors used as a basis for the determination and for determining the amount of the incentive.

(2) Recruitment bonuses are paid as lump sums. Employees accepting such bonuses must sign a written service agreement to complete a specified period of employment.

c. Relocation Bonuses

(1) An employee may be authorized a relocation bonus of up to 25% of the annual rate of basic pay to relocate to accept a position in a different commuting area upon a determination that in the absence of such a bonus difficulty would be encountered in filling the position. Requests to offer relocation bonuses will be submitted via the Office of the

Comptroller, and will include a determination that the position would be difficult to fill absent the incentive, as well as document the factors used as a basis for the determination and the amount of the incentive. The requests will be forwarded to the HRO Director for review. Approval authority will be retained by the Commanding Officer, per reference (c).

(2) A relocation bonus is paid as lump sum after the employee establishes a residence in the new commuting area. Employees accepting such bonuses must sign a written service agreement to complete a specified period of employment. Approval authority will be retained by the Commanding Officer, per reference (c).

d. Retention Incentive

(1) An employee may be paid a retention incentive upon written determination by the Commanding Officer that the unusually high or unique qualifications of the employee or a special need of the organization for the employee's services makes it essential to retain the employee, and that absent a retention incentive, the employee would be likely to leave Federal service. The determination must document the factors used as a basis for the determination and for determining the amount of the incentive, up to 25% of basic pay, to include a special or locality rate. Requests for consideration of retention incentives will be routed via the chain-of-command and the Office of the Comptroller to the Commanding Officer for decision, per reference (c). The requests will be forwarded to the HRO Director for review.

(2) The incentive is paid on a pay period basis and must be reviewed at least every 12 months.

e. PCS Entitlements. PCS entitlements are offered/advertised for all GS-14 and GS-15 recruitment actions. Requests to offer PCS entitlements for positions below the GS-14 and GS-15 level within the Headquarters staff will be coordinated with the Office of the Comptroller, with final approval authority resting with the Executive Director/Commanding Officer. Decisions relative to offering PCS entitlements will be subject to funding levels and constraints.

3. Pay Setting. It is important to pay employees equitably and fairly and, at the same time, spend labor funds economically. Proper pay setting requires applying principles of good management and complying with laws and regulations. Guidance

specific to the personnel pay system applicable to the position being filled is as follows:

a. General Schedule

(1) New Appointment

(a) The payable rate of basic pay for an employee receiving his or her first appointment (regardless of tenure) as a civilian employee of the Federal Government or a reappointment that is considered a new appointment under 5 U.S.C. 5333 is normally set at the minimum rate of the highest applicable rate range for the employee's position of record.

(b) Authority exists to set the payable rate of basic pay of a newly appointed employee above the minimum rate of the grade if the candidate meets one of the following criteria:

1. The candidate has superior qualifications. Superiority must be demonstrated through experience and/or education, the quality of the candidate's accomplishments compared to others in the field, or other factors that support a superior qualifications determination. The candidate's skills, competencies, experience, education, and/or accomplishments must be relevant to the requirements of the position to be filled. These qualities must be significantly higher than that needed to be minimally required for the position and/or be of a more specialized quality compared to other candidates.

2. The candidate fills a special need essential to accomplishing an important mission, goal, or program activity.

(c) Approval to use the superior qualifications and special needs pay-setting authority must be obtained prior to the candidate entering on duty. Hiring officials must first consider the possibility of a recruitment incentive under 5 CFR part 575, subpart A, before pursuing the advanced in-hire rate authority and setting the higher rate of basic pay. Hiring officials will use the Superior Qualifications Appointment Justification Form, (enclosure (10)) to document the Superior Qualifications Appointment/Advanced In-Hire Rate. An Advanced In-Hire Rate Recommendation begins with the selecting official, is approved by the Commanding Officer, per reference (c), endorsed by the Comptroller, and reviewed by the HRO.

b. Merit promotion. Pay setting associated with hiring actions satisfied through merit promotion from one GS grade to a higher grade is accomplished by Human Resources using methods and rules specified in federal codes and regulations.

c. Federal Wage System. A new appointment is made at the minimum rate of the grade with the following exceptions:

(1) A new appointment may be made at a rate above the minimum rate of the appropriate grade in recognition of special qualifications; i.e., an applicant with skills and experience of an exceptional or highly specialized nature in his or her trade or craft. In each case, the Standard Form 50 prepared for an employee appointed above the minimum rate in recognition of special qualifications will contain a statement under remarks referring to this authority.

(2) Appointments above minimum rates for jobs in specific hard-to-fill occupations.

d. Promotion

(1) Upon promotion, an employee is entitled to be paid at the lowest scheduled rate of the grade to which promoted which exceeds his or her existing scheduled rate of pay by at least four percent of the representative rate of the grade from which promoted.

(2) If, upon promotion, there is no rate of pay in the grade to which promoted which meets the above requirements, the employee shall be paid the maximum schedule rate of the grade to which promoted or his or her existing scheduled rate of pay in accordance with part 536 of title 5, Code of Federal Regulations, if that rate is higher.

(3) When a promotion is to a position in a different wage area, the employee's pay entitlement will be determined as if there were two pay actions—a promotion and a reassignment—and will process them in the order which gives the employee the greater benefit.

**SUPERIOR QUALIFICATIONS APPOINTMENT
(ADVANCED IN-HIRE RATE)
JUSTIFICATION FORM**

Employee Name: _____

SSN: _____

Activity: _____

Organization/Code: _____

Position (Title/Series/Grade): _____

I have reviewed the criteria for making superior qualifications appointments as outlined in 5 CFR 531 and have determined that its use is necessary to meet the needs of this Activity. In arriving at this determination, I fully considered each of the following factors as is described in my narrative justification below:

- The nature of the superior qualifications (i.e. professional experience, unique/specialized skills, academic achievements, publications, etc.) of the candidate or of the Activity's special need which justifies use of this authority;
- The factors considered in determining the candidate's existing pay and reason for setting pay at a rate higher than that needed to match existing pay; and
- The reasons for authorizing an advanced rate instead of, or in addition to, a recruitment bonus.

Narrative Justification:

Upon examination of this candidate's qualifications for the position, I find his/her qualifications to be markedly superior to those of other well-qualified applicants.

The candidate's current salary is \$ _____ per annum/per hour. I recommend approval of a superior qualifications appointment at step _____ of grade _____. This is the minimum salary that I believe the candidate will accept and is consistent with overall Federal pay policies.

In requesting this approval, I have given careful consideration to overall pay alignment within the organization and other salary management considerations and have determined that this superior qualifications appointment is in the best interest of the government.

Supervisor's Signature and Code

Date

Approving Official's Signature and Code

Date

Funding Approval Official

Date

**HRD Review
Date**

Monitoring and Metrics

1. Overview

a. Effective management of the command's hiring process requires performance standards and goals, and effective monitoring and metrics to measure actual performance against those goals. A robust monitoring program which can measure performance and flag exception conditions for management actions is critical to ensuring the hiring process is meeting command goals and enforcing merit principles.

b. The Strategic Workforce Analysis Division (CPC), with support from HRO, will exercise staff cognizance over efforts to monitor, measure, and report on the command's hiring process. In this capacity, the Strategic Workforce Analysis Division will provide the Commanding Officer and Executive Director with information and reports reflecting the state of the hiring program across the command. Additionally, the Strategic Workforce Analysis Division will assist Divisions and Special Staff in establishing and monitoring metrics within their respective organizations.

2. Execution

a. At a minimum, the following reports and metrics will be provided monthly:

- (1) What: Number of Billets Remaining Vacant >90 days
 -Command-wide
 -by funding source
- (2) What: Hiring Process Cycle Time by Command and by hiring organization
 -Number of days between date position became vacant and date position is committed to employee
- (3) What: Selection Process Metrics by Command and by hiring organization
 -Average number days it takes to fill a position
 -Percent of selections made within DON 15 day model
 -Percent or number of certificates returned without a selection