Hiring Guide for Managers

Ft. Sam Houston Civilian Personnel
Advisory Center (CPAC)
January 9, 2019
The Fort Sam Houston Civilian Personnel Advisory Center (CPAC) is under the Civilian Human Resources Agency (CHRA). **CHRA’s mission is to provide comprehensive Human Resources (HR) services across entire lifecycle of civilian employment, from recruitment to separation, for all civilian personnel within the Department of the Army across multiple personnel systems.**

There are several “Stake-holders” involved in this hiring process: the hiring official, the HR Liaison (at the G1 organization/command), Manpower/Budget G8, the CPAC HR Specialist, Applicants, and Selectee. Each office is important and contributes to the overall hiring process as well as contributes in the Time to Hire (T2H) and fill a vacancy. The one key person is the hiring manager who must plan for the transition of the individual (incoming and outgoing), the work to be performed (PD), as well as the selection, onboarding and development of the employee.

This Hiring Guide is intended to help our managers serviced by the Ft. Sam Houston Civilian Personnel Advisory Center (CPAC), understand the hiring process, supplement any command specific guidance, and the important role hiring officials have in every phase. The information below lays out the essential steps of the hiring process after the hiring official has identified a need to fill a vacant position, received approval to fill the position, and has contacted the CPAC. This guide will help the manager maneuver through the various stages of filling a civilian position including the “Pre-Request for Personnel Action (RPA)” process, the creation of the RPA, the announcing of the position, post-announcement phase, the selection phase, and finally – onboarding the new civilian to the organization!
Hiring a civilian has many steps (or phases) and is a team effort. The CPAC supports and advises the manager in every phase of the employment cycle. In the exhibit above, CPAC directly supports the tasks highlighted in green. Our goal is to hire a civilian in 80 days or less (this includes the CPAC and manager time). The hiring process is broken down into phases. The different phases are Pre-RPA time, Initiation of the RPA, Vacancy Announcement, Referral list to the manager, Referral list returned to the CPAC, Commitment of the selectee (firm job offer); fingerprinting, security, background checks, drug testing, and physical security clearance as described in this chart below:

**Civilian Human Resources Agency**  
**Actions under the 80 Day Model**

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**Pre-RPA Process**

This is the beginning of the process for filling the vacancy. After conferring with your command HR liaison and or resource management team for necessary approvals. The hiring manager or subject matter expert should always review the civilian position description (PD) for their vacant position. Reviewing a positions duties to ensure they are up to date and in line with the mission should occur whenever there is a vacancy, before recruiting for the position.
Positions Descriptions (PD) are structured documents assigning work to a given position. They provide the major duties and responsibilities; tell what tasks are completed for each major duty or responsibility and describe the function of the work in relation to other positions in the organization. Positions descriptions should NOT be over inflated to reach a specific pay plan, series or grade.

The Classification Process at the CPAC:

1) Our team members evaluate the position not the person
2) Our team members evaluate the total position in accordance with the OPM classification standards (i.e., technical/administrative authority, scope & effect etc.)
3) Our team evaluates each position on its own merit, we do not compare the work of similar positions
4) We consider the intent of the classification standard… its basis and the differences between grades when making classification decisions.

This classification stage is critical in filling your vacancy. It is the hiring manager’s responsibility to ensure the PD is correct. Here are the classification stages. If you have any questions about classification, before submitting your Request for Personnel Action (RPA), please contact your servicing CPAC Classification Specialist!

Classification Stages

After ensuring the positions properly classified you are ready to start the recruitment process.
STAFFING & RECRUITMENT

STEP 1 – Submit Recruitment Package

Recruitment Package

The hiring manager or HR liaison should create a request for recruitment via the Request for personnel action entry tool (RPA entry tool) in AutoNOA. The organizations resource manager and or HR liaison must approve the hiring action prior to sending the action to CPAC. (Non-fill actions are usually submitted for processing via DCPDS or AUTONOA please contact your HR liaison or HR specialist if you have questions)

Once your request arrives at the CPAC one of our classification specialist will review the action, the attached position description and position designation tool forms (PDT). If all documents and information are in order our team will complete a position build and flow the request to our staffing specialist for action.

STEP 2 – Priory Programs

Once your action has entered staffing the priory placement programs must be appropriately cleared. The Automated Stopper and Referral System (ASARS) will refresh daily. Staffing specialist will be notified of any potential matches via e-mail and will take necessary action to appropriately clear or place mandatory candidates.

Our Staffing team member will also open up the Special Consideration Tracker (SCT) and ensure refer any viable candidates entitled to consideration prior to proceeding with recruitment. SCT candidates are not mandatory placements, however, they are entitled to receive priority consideration. Therefore viable candidates will be sent to management for consideration and decision on placement prior to other qualified candidates.

STEP 3 – Strategic Recruitment Discussion, Job Analysis and Assessment Questionnaire

Strategic Conversation

The strategic conversation is a key element in the planning process for an effective, efficient hiring process, which will result in hiring the right person for the right job in a timely manner. Once the hiring official determines there is a need to fill a position, whether it is new or existing, it is incumbent upon the manager to contact the HR Specialist to discuss the position itself, recruitment strategies, and any current or potential issues which could impact the hiring process.

Job Analysis

The rating criteria used to determine which applicants will be referred for selection are based on an in-depth analysis of the job. The HR Specialist will work closely with the hiring official or the SME to determine the major job duties and identify the duties that are most important. Analysis of the job entails a review of the position description, classification standard, qualification standard, etc., to ensure the duties are fully understood.
Once the major duties have been identified through the job analysis, the HR Specialist will work with the hiring official or the SME to identify the competencies needed to successfully perform those major duties. Candidates who do not have the outlined competencies and/or experience may not be qualified for the position. During this process, it is necessary to determine if the requested competencies or experience are essential or desirable.

Failure to do a complete job analysis can result in a less than satisfactory referral list. If a critical duty was not identified in the job analysis, the competency list may not include related skills to this critical duty, and applicants on the referral list may not have all of the qualifications necessary to perform the job.

Assessment Questionnaire

Assessments

During the Strategic Recruitment Discussion with management, the HR Specialist and hiring official will discuss the appropriate assessment questionnaire to use to identify the best qualified group for this particular vacancy

Two parts:

1) Eligibility Assessment
   - Tied to area of consideration (Who May Apply)
   - HR confirms eligibility to be hired before referral

2) Occupational Questionnaire
   - Responses determine inclusion in “best qualified” group
   - Assess job related skills, abilities and knowledge

HR Specialist reviews eligibility and minimum qualifications as indicated via the assessment questionnaires and supporting documentation.

Good, constructive questions give the hiring official and HR Specialist a better sense of the applicant’s ability to fulfill the vacancy requirements. The hiring official collaborates with the HR Specialist in developing questions for the vacancy announcement. All questions must be specific to the advertised position and should be in line with OPM qualification standards.

STEP 5 – Vacancy Announcement

The hiring official, with advice from the HR Specialist, will determine the Area of Consideration (AOC) for the Vacancy Announcement. The hiring official can choose to advertise using Merit Promotion procedures, Delegated Examining (DE) Unit procedures or both, please note, the HR Specialist must obtain approval to utilize DE procedures.

The Merit Promotion Plan is in accordance with statutory and regulatory guidance from the Office of Personnel Management (OPM), Department of Defense (DoD) and Department of Army (DA). Merit Promotion
procedures set forth procedures and requirements which assure internal qualified candidates (often referred as status applicants) are considered for assignment to positions in the competitive service. However, the DE authority is an authority OPM grants to agencies to fill competitive civil service jobs with applicants external to the Federal workforce, Federal employees who do not have competitive service status, and Federal employees with competitive service status. The DE announcement is open to all U.S. Citizens.

Appointments made by agencies through the DE authority are subject to civil service laws and regulations. This is to ensure fair and open competition, recruitment from all sectors of society, and selection on the basis of the applicants’ competencies or experience (5 U.S.C. § 2301).

The vacancy announcements created by the Fort Sam Houston CPAC, may be open up to 10 days. The all announcements are advertised via the USAJOBS website https://www.usajobs.gov/.

Once the prior steps are completed the staffer will send out a Review of the Vacancy Announcement through the USA Staffing-Upgrade system. The manager will have 2 days to review the Vacancy Announcement. The manager should review, edit, correct and make inputs to the Vacancy Announcement prior to the sending it back to the staffer.

*Please Note: That if the manager does not return the Review within 2 days, the staffer will automatically release the Vacancy Announcement.*

### STEP 6 – Qualification Determination and Referral List

#### Qualification Determination

The HR Specialist uses the OPM Operating Manual: *Qualification Standards for General Schedule Positions* and the *Job Grading Standards for Trades, Craft and Labor Positions* as guides to determine the basic qualifications of each applicant.

Qualification standards outline the necessary basic eligibility requirements for occupations and for each grade in the occupation. They specify the minimum quality level and amount of experience required and often allow education as a substitute for experience. Qualification requirements for basic eligibility may include, but are not limited to any or a combination of the following:

- General and/or specialized work experience
- High school education
- Vocational/technical training
- College or university education
- Specific major fields or courses of study
- Specific registrations, licensure, or certifications
- Other selective placement factors

Used by HR Specialists to evaluate candidates' qualifications for positions are based on the OPM Standards. The minimum qualification standards are used to determine those persons who are eligible for consideration because they meet the “basic” requirements for the occupation.
In addition to the basic qualifications, the HR Specialist incorporates the assessments, identified by the hiring official during the strategic recruitment discussion, to determine best qualified candidates for referral.

For delegated examining (DE) candidates, the HR Specialist in the Delegated Examining Unit (DEU) Cell takes veteran’s preference into consideration in the rating and referral process. DEU lists are prepared using Category Ranking.

Using Category Ranking, qualified candidates will be placed into one of three (3) broad quality groups - Best Qualified (BQ); Highly Qualified (HQ) and Qualified (Q).

A hiring official may select any candidate from the top category. However, to preserve veterans' preference rights, hiring officials may not select a non-veteran while veteran's preference eligibles are still available in the same quality category.

When there are fewer than three (3) candidates in the highest quality group, that group may be merged with the next lower quality category. When merging quality categories, veterans’ preference eligibles from the next lower category are placed above the non-preference eligibles in the newly merged quality category. If, when filling multiple vacancies, there are insufficient numbers of candidates in the Best Qualified category, candidates from the Highly Qualified category may also be referred. However, officials may not select a candidate from the HQ category if BQ candidates are still available for selection.

Within a category, preference eligible veterans will be listed above all non-preference eligibles. There is no hierarchy amongst the preference eligible veteran categories. CPS and CP vets are given additional consideration in that they are always placed in the highest category; other preference eligibles are placed at the top of the appropriate category based on their final score.

Once the Vacancy Announcement is closed. The staffer will wait two additional days prior to pulling the Referral Certificate so to capture all mailed and faxed applications. Our goal is to issue referrals not later than 14 days from the date of the announcement closing.

**Expedited Referral List (ERL)**

In an effort to improve time to hire, your servicing CPAC, Human Resource (HR) Specialist is authorized to issue expedited referral lists (ERL’s). You will document your decision to receive an ERL within the Automated Nature of Action (AutoNOA) Recruit Fill tool or on the Strategic Recruitment Discussion (SRD) form. When requested, you will receive a list of all applicants who self-certify that they meet minimum qualifications (a cut-off score of 70 and above), PRIOR to the HR Specialist verifying qualifications and eligibility for appointments.

Your servicing HR Specialist will be available throughout the recruitment process to provide guidance and instruction on each stage of the ERL process. An ERL is requested via the AutoNOA recruit/fill tool or during the SRD, however you will have up until the announcement close date to request an ERL. Once the announcement has closed an ERL may no longer be requested. You have up until the ERL stored list issuance to opt out of receiving an ERL. After the announcement has closed the HR Specialist will apply a cutoff score of
70 and issue the ERL to you. All applicants that self-certify that they meet the specialized experience, conditions of employment, and any other applicable screen out criteria will be on the ERL. The SME and/or panel will have 14 days from the issuance of the ERL to determine which applicants are in the best qualified category. **You, as the hiring manager, may **NOT** participate in this process.**

**Referral List**

Referral list came in many forms. Specifically,

**Merit Promotion (MP):** This list is used for the consideration of current and former government employees. Qualified applicants are referred to you in alphabetical order and in the category under which they were referred (promotion, transfer, reinstatement, VEOA, etc.).

**Delegated examining (DE):** The DE list is used when jobs are announced to the public at large. Category rating procedures are used so applicants are placed in three pre-defined quality categories (BQ, HQ, and Q). Veteran preference must be used for categorical rating methods. The referral list instructions will address specific selection criteria.

**Expedited Referral List (ERL):** *(May only be used for Merit recruitments)* this list is used for the consideration of current and former government employees. Qualified applicants are referred to you in alphabetical order and in the category under which they were referred (promotion, transfer, reinstatement, VEOA, etc.).

*All referral lists (Merit Promotion, DEU, etc.) will be issued with an expiration date of 15 days from the date of issue. If the referral list is not returned within the 15 days, the hiring official may submit a written request, outlining the reason for the delay and the requested extension date, to the HR Specialist. If the referral list is not returned during the extension period, the hiring official must submit a written request for an additional extension. The written request must include the reason for the delay and the requested extension date. Extensions to referral lists (individually or in combination) should not exceed 90 days from the original date of issue. Failure to return a selection within 90 days may result in the cancelation of your recruitment action.*

**STEP 7 – Selection**

**Reviewing Resumes**

The basic flow and readability of an applicant’s resume represents their ability to communicate in writing and organize their thoughts. How duties and experience are described may give some indication of the applicant’s reasoning process, which is a fair and necessary attribute to evaluate in the selection of a candidate.

1. The first and most important factor for the hiring official to consider is the applicant’s possession of critical competencies and specific experience related to the advertised position. Notes should be made of other unique qualifications that may enhance job performance and may set the applicant apart from the others.
2. Next, education, training, professional licenses, and certificate information should be reviewed. Educational requirements should be treated as a skill and noted to determine if the applicant’s educational background further supports or enhances the position requirements.

Interviewing Applicants (Attch 3 & 4)

Who Conducts the Interview?

The hiring official should conduct the interview. However, the hiring official may designate another person or a panel with knowledge of the position to be filled to conduct the interview. It is recommended that you incorporate diverse panel members when using interview panels and that all panel members are at the same grade level (or above) as the position that the interview is being conducted for.

Importance of the Interview

Interviews are strongly encouraged because this is an opportunity to gather additional information from the applicant. The resume is only a brief description of the individual’s background. An interview may provide more information that can be used during the selection process. It can be especially useful in evaluating such skills as oral communication and interpersonal skills that are not otherwise easily measured in writing. The interview also provides an opportunity for a face-to-face information exchange.

Interviewing Techniques

Interview questions should always elicit job-related information relative to the competencies for the position for which the candidate is applying. Questions should be prepared in advance to ensure that all candidates are treated in the same manner. Generally, the same questions should be asked of each candidate. However, follow-up questions may be used to obtain additional or clarifying information in order to assess an individual’s specific qualifications for the position.

All applicants should be allotted the same amount of time for the interview, with time allowed for the applicant to ask questions of the interviewer(s).

In all cases, it is a good idea to record notes to eliminate the need to recall key points from memory. It is also helpful to note the date, time, place, and length of the interview. A copy of the interview questions and the name of individual(s) who conducted the interview should be on file. This information is very critical in the event that an Equal Employment Opportunity complaint is filed and such information is requested.

It is permissible to ask all candidates to bring writing samples, such as reports, publications, or technical articles to the interview.

Checking References (Attch 5)

After reviewing the resume and conducting an interview, the interviewer should have a clear indication of the top applicants for further selection consideration. The next step is to check references, which preferably should
be verified using prior supervisors over personal references since these individuals have knowledge of the candidate’s work performance. The current supervisor should only be contacted if the candidate has given permission, which should be indicated on the resume. It is also advisable to obtain more than one reference for each candidate.

Performance and other pertinent aspects of the candidate’s employment should be verified. The questions should focus on the candidate’s overall qualifications for the position and how the reference assessed the candidate’s fitness for the job. Be sure to ask follow-up questions or ask for additional information about something that is not clear. It is advisable to verify the candidate’s current employment including position(s) held and dates employed. The hiring official may also ask the reference about the following (best practice: keep documentation of these questions and notes for future reference):

- Applicant’s work relationships
- Work attitude
- Quality of work product
- Applicant’s strengths and weaknesses
- If the applicant should be recommend for the position
- If the applicant would be rehired

*Making a Selection*

When you are ready to make a selection, you will do so by accessing the referral list that was sent to you via email. You will code all applicants as appropriate (i.e., selectee, first alternate, declined interview, etc.), and return the list to the HR Specialist. You are strongly encouraged to select one to three alternate(s) as well as your initial selectee. In the event that your first choice declines the offer, the HR Specialist will be able to extend an offer to the designated first alternate without having to obtain an additional selection from you. Managers must always annotate a justification as to why the selectee and the alternates have been selected. This will save critical time in the process.

**STEP 8 – Job Offer**

After the HR Specialist receives the selection notification, the HR Specialist will notify the selectee of their selection, grade, and salary and make a Tentative Job Offer (at this stage, this is an inquiry only and not a job offer we advise candidate not to take any irrevocable action).

HR Specialist will negotiate all applicable requirements (salary if applicable, security, physical, drug test etc.) and notify the selectee that an official offer cannot be made until they have a completed the necessary requirements/paperwork has been completed and reviewed. The selectee is given 3 days to complete the paperwork and, if applicable, submit the fingerprint card that is required. When all of the necessary steps have been completed, the HR Specialist will make an official offer to the selectee and set a firm EOD date. The majority of the time, EOD dates are set in accordance with the start of a pay period. *NOTE: There are circumstances that may be approved where an EOD date may be set outside the beginning of a pay period.*

*Note: Official job offers can only be made after all necessary verifications have been completed.*
**STEP 9 - Security Verification & Pre-Employment Screening**

Once the Tentative Job Offer has been accepted by the selectee, the staffer will verify that the selectee has the appropriate Security Clearance. The staffer will contact the Security Manager for the organization and request security verification.

As stated previously, official job offers can only be made after all necessary verification have been completed. The staffer may be required to coordinate a physical/drug test depending on the position. These requirements are typically found on the Position Description.

**Expediting Vetting:**

In an effort to streamline the hiring process and reduce time to hire the Army has recently approved the expedited vetting process which may allow some employees to EOD more quickly. HR Specialist will complete a pre-screening review of OF 306 and resume (includes additional docs (e.g. DD 214, Transcripts, etc..)) provided at time of application; verify no federal debarment or “Please Call alerts” exist.

Initial Interim Suitability/Fitness determination will be made based on absence of derogatory information. If derogatory exist but, can be mitigated after review of OF 306 a candidate will remain eligible for expedited vetting. Managers have the option (if in line with command policy) of having the candidate sign a memorandum of understanding, granting an interim clearance and allow a perspective employee to onboard. New employees will be required to complete the security process after they are active on the roles.

The expedited vetting process is **NOT** an option in the following situations:

- Current Federal employees when reciprocity exists
- Special populations subject to additional background screening/ checks (CYS, Regular Contact with Children, SHARP, PRP, etc.)
- If position has other Conditions of Employment that must be met prior to EOD (such as pre-employment physical, drug testing, credentialing, etc.)
- Reinstatement eligible with less than 2 year break in service
- Positions that are non-critical sensitive (Secret Security Clearance)
- Positions that are critical-sensitive or special-sensitive position (TS)
- Former military or contractor personnel

**Step 10 - Coordination of Release Date**

Once all pre-employment requirements are completed by the selectee then a Coordination of Release date between the losing agency and the gaining agency. If the selectee is outside the federal government then a Coordination of Release will be coordinated with the private sector employer via the selectee.

**STEP 11 - Enter on Duty (EOD)**

Start dates are typically established at the beginning of the pay periods, however, unless stipulated by command policy employees may EOD at any time.
The new employee will in-process at the CPAC on their first day of work. Employees are expected to have completed ALL required in-processing paperwork no later than the established timeframe. Employees **must** have the appropriate forms of identification in order to properly in-process or the new employee may be sent home.

U.S. law requires companies to employ only individuals who may legally work in the United States. In most cases, the selectee must be a U.S. Citizen. During in-processing, we utilize a program called E-Verify to determine the eligibility of the employee to work in the United States. Proper identification is needed for this verification. If an employee fails to have all of the required identification, and we are unable to verify their legal status, they will not be permitted to start work.
Attch 1: Strategic Conversation with Hiring Officials: What to expect as topics for discussion

Organization’s Mission and Goals
- Have there been, or will there be any changes to the organization’s mission or goals which could impact recruitment (new skill sets needed?)
- What are the critical challenges facing the organization in the short-term and long-term?
- Strategic goals: [changes/additions and their expected impact on human resources]
- Organizational structure: [anticipated reorganizations, establishment of new positions, etc.]

Position Description
- Is the position description submitted correctly?
- Does it need pen/ink changes?
- If significant changes are required, contact HR Specialist/Classification team for guidance

Position and Role
- What are the major responsibilities, duties, and tasks that you will need this person to perform?
- Approximately what portion of the person’s time would be spent on each of these key duties?
- How does this position contribute to the mission of the organization?

Skills, Competencies and Experience
- What Knowledges, Skills and Abilities are needed to be successful in the position?
- What kind of professional experience is required and preferred for the position?
- What degrees/certifications/clearances are required and preferred?

A determination will be made as to whether an already existing assessment questionnaire can be used or if a customized assessment questionnaire will be needed, based on the hiring officials needs.

Other Requirements
- Are there specific requirements that candidates should know to evaluate this job, including: travel requirements, overtime, physical requirements and so forth?

Recruitment Strategies
- Is the position difficult to recruit? If so, determine possible recruitment strategies.
- Was the hiring official satisfied with prior recruitment efforts? If not, why?
- Were there sufficient candidates in prior recruitment efforts? If not, why?
- Where would you find the best candidates?
- What flexibilities should be used in this hiring process?
Should the position be restructured and recruited as a developmental position? If so, are there position descriptions for all grade levels?

Will any recruitment incentives be considered (recruitment bonus, relocation expenses, student loan repayment)?

- Are there special recruiting programs that might be used?
  - Schedule A
  - Schedule C
  - Veterans Appointing Authorities
  - Other

- Are there special considerations or processes that must be considered in this hiring process?
  - Budget concerns

  - Special approvals (for example: 180 day waivers) for Retired Service members retiring within 180 days of selection and EOD.
**Atch 2: Individual Hiring Service Plan**

Information for hiring official to consider at the beginning of the hiring process and in preparation for the Strategic Recruitment Discussion:

- Do I have approval to hire?
- Is this position obligated? If so, by who? Does this person have return rights?
- Have I established a proposed/classified position description?
- What hiring flexibilities would I like to utilize?
- What recruitment strategy will work best for this series and grade?
- What is the optimum length of time for the vacancy announcement to be open?
  - Up to is 10 days
  - Applicants typically apply on the first and last day that the announcement is open
- What is the appropriate Area of Consideration (AOC)? (This is the eligibility section for the announcement)
- Will I pay for Permanent Change of Station (PCS) or relocation costs?
- Does the position require travel? If so, what percentage?
- Does the position require overtime?
- Who would I like to be on the interview panel (if appropriate) and are they available?
- Have I developed interview questions?
- Have I developed reference check questions?

When the candidate arrives for the interview, immediately meet and greet him or her, thank the candidate for coming, and chat informally for a few minutes (try to keep your topics limited to commuting, weather or traffic). You can build rapport by giving the candidate an idea of how the interview process will unfold.

As you begin the formal interview, provide the candidate with a brief overview of the job and the mission of the agency. Next, you can begin asking the candidate the questions you have prepared for the interview. You may want to begin the interview with a few warm-up questions to put the candidate at ease before working up to more substantial, behavioral questions. A few opening questions are:
What interests you most about this position?

Why do you want to work for this organization?

The following are sample questions only and should be modified as they apply to the particular requirements of the position. You should not limit yourself to these questions or to these categories of questions.

- **Attention to detail:** Describe a project or task that required your exacting attention to small points and issues in order to keep the project on track and produce a quality project. How did these matters come to your attention? How did you handle them?

- **Change management:** We often face many changes in the workplace. Describe a specific situation in which you feel you were especially effective in adapting to an unanticipated change.

- **Clerical skills:** Describe the type of routine office procedures that you have had to follow. What volume of paperwork have you been responsible for? What experience have you had in handling confidential records? How do you ensure the confidentiality and security of information and records maintained in the office?

- **Skill areas:** Please describe the skills, abilities and experience you have that qualify you for this position.

- **Customer service:** In this job you will be interacting with a variety of individuals both within and outside the agency. Occasionally, you will interact with individuals who are dissatisfied with the service they received. Describe a difficult customer situation you have encountered and how you solved it.

- **Decision-making:** Describe some examples of decisions or recommendations you are called upon to make in your current or past position? What has been a stubborn or recurring problem area you would like to solve in your current job? How would you solve it?

- **Interpersonal skills:** How would you describe your relationship with your most recent supervisor and coworkers? If I were to contact them today, what would they say about you?

- **Teamwork:** Provide me with an example of when you worked very effectively as a member of a team. What was the task? How many people were involved? What was your role?

After you have finished asking the candidate questions, allow the candidate time to ask questions of you. This is an excellent opportunity for you to elaborate on the agency, your component, and details of the specific job. You should be prepared to answer a variety of questions from the candidate.

Inform the candidate of your anticipated time frame for decision making.
Attch 4: Guidelines: Lawful and Unlawful Interview Questions

<table>
<thead>
<tr>
<th>Subject of Question:</th>
<th>It is ACCEPTABLE to inquire about:</th>
<th>It is UNACCEPTABLE to inquire about:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Whether applicant has ever worked under a different name</td>
<td>The original name of an applicant whose name has been legally changed. The ethnic association of applicant's name Applicant's maiden name</td>
</tr>
<tr>
<td>Age</td>
<td>If applicant is older than 16</td>
<td>Date of birth</td>
</tr>
<tr>
<td>Residence</td>
<td>Applicant's place of residence</td>
<td>Birthplace of applicant or applicant's parents</td>
</tr>
<tr>
<td>Race or color</td>
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<td>Applicant's race or color of skin</td>
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<td>National origin and ancestry</td>
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<td>Creed or religion</td>
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<td>Applicant's religious affiliation</td>
</tr>
<tr>
<td>Citizenship</td>
<td>Whether the applicant is a U.S. citizen</td>
<td>Whether applicant is a citizen of a country other than the United States</td>
</tr>
<tr>
<td>Language</td>
<td>What language applicant speaks and/or writes fluently, IF JOB RELATED</td>
<td>Applicant's native language</td>
</tr>
<tr>
<td>Reference checking</td>
<td>Previous work contacts</td>
<td>Name of applicant's religious leader</td>
</tr>
<tr>
<td>Organizations</td>
<td>Applicant's membership in any professional, service or trade organization that are relevant to</td>
<td>List of all clubs or social organizations to which applicant belongs</td>
</tr>
<tr>
<td></td>
<td>his/her ability to perform the job</td>
<td></td>
</tr>
<tr>
<td>Photographs</td>
<td>-</td>
<td>Photograph with application, with résumé, or before hiring</td>
</tr>
<tr>
<td>Physical characteristics</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Physical limitations or disabilities</td>
<td>Whether applicant has the ability to perform the duties of the job for which he or she is applying</td>
<td>The nature or severity of an illness or physical condition; Whether applicant has ever filed workers' compensation claim; Any recent or past operations or surgery and dates; Whether applicant has ever had prior work-related injuries</td>
</tr>
<tr>
<td>Education</td>
<td>Training applicant has received if related to the job; Highest level of education attained, if certain background is necessary to perform the job</td>
<td>Date of high school or college graduation</td>
</tr>
<tr>
<td>Financial status</td>
<td>-</td>
<td>Applicant's debts or assets; Garnishments</td>
</tr>
<tr>
<td>Military</td>
<td>What type of training, education, work experience did applicant receive in military</td>
<td>Applicant's type of discharge</td>
</tr>
</tbody>
</table>
Attch 5: **Sample Reference Verification Questions**

**Basic Reference Check Sample Questions**
Below are types of basic questions that may be asked. The phrasing of each question is just an example, but the idea is typical.

- What were the beginning and ending employment dates for this individual?
- What was this individual's beginning and ending salary?
- What positions did the individual hold?
- Did this individual earn promotions?
- What were the individual's most-recent job duties?
- Why did the individual leave your company?
- Is there any reason why your company would not rehire this individual?
- Would you recommend this individual for a position at another company? Why or why not?
- How did this individual's performance compare to other employees with similar job duties?
- In your opinion, what are the individual's strengths? Weaknesses?
- Did this individual get along well with management and peers?
- Was this individual a team player?
- Was this individual a motivated self-starter?
- Did any personal problems affect this individual's work performance?
- Do you think this individual will perform well as a [job title]?
- What kind of job is best suited for this individual's abilities?
- How would you describe the individual's overall performance?
- Is there anything of significance you'd like to add?

**Additional Reference Check Sample Questions**
Below are samples of the types of questions that reference checkers might ask for professionals, managers and executives, in addition to the basic questions above. As with the basic questions, the phrasing is just an example, but the gist is typical.

- How would you describe the individual's leadership, managerial or supervisory skills?
- Does the individual communicate well orally and in writing?
- How do you rate the individual's ability to plan short-term? Long-term?
- Did the individual make sound and timely decisions?
- Did the individual get along well with management, subordinates and peers?
- Did the individual plan, administer and make budget well?
- How would you describe the individual's technical skills?
- Did the individual demonstrate honesty and integrity?
- How well did the individual manage crisis, pressure or stress?
- Describe the individual's ability to attract and counsel top talent.
Attch 6: Legal Requirements
Merit System Principles were established in law by the Civil Service Reform Act of 1978. Prohibited Personnel Practices are derived from the Merit System Principles.

Merit System Principles (Adapted from §2301 (b) of the title 5 U.S.C.)
Personnel management is based on and embodies the Merit System Principles. The Merit System Principles are the public’s expectations of a system that is efficient, effective, fair, open to all, free from political interference, and staffed by honest, competent and dedicated employees. As Ft. Sam Houston experiences continued change in the management of human resources, it becomes increasingly important that supervisors and managers incorporate the Merit System Principles into every decision process they use. The Merit System Principles are:

1. Recruit, select, and advance on merit after fair and open competition.
2. Treat employees and applicants fairly and equitably.
3. Provide equal pay for equal work and reward excellent performance.
4. Maintain high standards of integrity, conduct, and concern for the public interest.
5. Manage employees efficiently and effectively.
6. Retain or separate employees on the basis of their performance.
7. Educate and train employees if it will result in better organizational or individual performance.
8. Protect employees from improper political influence.
9. Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situations.

Prohibited Personnel Practices (adapted from §2302 (b) of the title 5 U.S.C.)
Prohibited personnel practices are those things an employee with personnel authority may not do. An employee has personnel authority if he or she can take, direct others to take, recommend, or approve any personnel action. This includes appointments, promotions, discipline, details, transfers, reassignments, reinstatements, or any decisions concerning pay, benefits, training, and any decision to order psychiatric testing or examination. A personnel action now also includes any significant change in duties, responsibilities, or working conditions which is inconsistent with the employee’s salary or grade. People with personnel authority are charged with avoiding prohibited personnel practices. Prohibited personnel practices are:

1. Illegally discriminate for or against an employee/applicant.
2. Solicit or consider improper employment recommendations.
3. Coerce an employee’s political activity.
4. Obstruct a person’s right to compete for employment.
5. Influence any person to withdraw from competition for a position.
6. Give unauthorized preference or improper advantage.
7. Employ or promote a relative.
8. Retaliate against a Whistleblower, whether an employee or an applicant.
9. Retaliate against employees or applicants for filing an appeal.
10. Unlawfully discriminate for off duty conduct.
11. Knowingly violate veteran’s preference requirements.
12. Violate any law, rule or regulation which implements or directly concerns the merit principles.

Avoiding prohibited personnel practices will not guarantee that you will never have to defend a decision or action, but it will give you a firm basis from which to start.
Attch 7: **Hiring Roles and Responsibilities**

**Hiring Official:**
- Assigns duties and responsibilities
- Prepares position description, determines appropriate classification and forwards for HR Specialist certification
- Determines need to fill vacant position
- Creates PD
- Becomes familiar with various recruiting options (e.g., student, term, temp, etc.)
- Contacts the HR Specialist to initiate strategic conversation.
- Designates a SME to assist with hiring documentation (if utilized).
- Completes the recruitment package including:
  - Request for Personnel Action - **Standard Form SF-52**
  - Current Classified PD
- Constructs the *Job Analysis* along with HR Specialist.
- Chooses or composes the Interview questions.
- Composes the duty statement and determines any specialized experience qualifications.
- Sets the salary (for demo positions).
- Reviews full applications, resume and responses to assessment questions
- Conducts the interviews
- Makes a selection from certificate of eligibles and notifies the HR Specialist.

**Flowchart:**

1. Hiring Official identifies job to be filled & initiates Strategic conversation with CPAC HR Specialist
2. Hiring Official submits complete recruitment package via AutoNoa Tool to CPAC
3. CPAC HR Specialist and Hiring Official review/discuss recruitment timelines (service agreements)
4. CPAC HR Specialist verifies basic qualification of applicants and issues referral list to hiring manager
5. CPAC HR Specialist finalizes and posts vacancy announcement
6. CPAC HR Specialist prepares a draft vacancy announcement and hiring official reviews.
7. Hiring official conducts interviews, conducts reference checks and returns electronic selection to CPAC HR Specialist
8. CPAC HR Specialist reviews / verifies selection and extends job offer
9. CPAC HR Specialist verifies basic qualification of applicants and issues referral list to hiring manager
10. CPAC HR Specialist finalizes and posts vacancy announcement
11. CPAC HR Specialist prepares a draft vacancy announcement and hiring official reviews.
12. Hiring official conducts interviews, conducts reference checks and returns electronic selection to CPAC HR Specialist
13. CPAC HR Specialist reviews / verifies selection and extends job offer
Human Resources Specialist:

- Conducts the strategic conversation with hiring officials.
- Provides guidance and implements staffing and recruitment strategies.
- Provides guidance on the development of position descriptions.
- Provides guidance and advice on position classification.
- Provides guidance and advice on position management (e.g., organizational alignment).
- Drives completion of the job analysis; works with the hiring official and SME(s) on content.
- Provides guidance on pay setting, administration and demo operations.
- Serve as the primary point of contact for the Hiring Official on recruitment issues.
- Administers delegated examining authority.
- Reviews and determines basic qualifications.
- Prepares and authenticates the Referral List.
- Makes job offers to selected candidates.

Organization Administrative Staff:

- Verifies funding availability.
- Verifies and requests billet, as necessary.
- Provides ad-hoc help to managers on hiring activities (e.g., enters RPAs).

Subject Matter Expert (SME)*

- Assists the hiring official and the HR Specialist in conducting the job analysis based on bona fide expert knowledge about what it takes to do the job.
- Assists hiring official in selecting or creating assessment and interview questions.
- Assists hiring official in validating and authenticating applicants’ technical answers to questions.
- Participates as a technical expert in determining the best qualified applicants (upon close of vacancy announcement) on an as-needed basis.

*NOTE – A SME is an employee with bona fide expert knowledge about the job’s requirements. Superior incumbents (at or above the grade level of the position) in the same or in a very similar position and other individuals can also be used as SME(s) if they have current and thorough knowledge of the job’s requirements. Individuals in grades or levels below the full performance level of the vacant position may not serve as an SME.
The Federal civil service includes all appointed positions in the executive, judicial, and legislative branches of the Federal Government, except military positions in the uniformed services. The civil service consists of:

- Competitive Service
- Excepted Service
- Senior Executive Service (SES)

The primary differences between the three services are in appointment procedures and job protections. In the competitive service, appointment procedures, merit promotion requirements, and qualification requirements are prescribed by law or by the Office of Personnel Management (OPM) and apply to all agencies. In the excepted service, only basic requirements are prescribed by law or regulation and each agency generally develops specific requirements and procedures for its own jobs. Certain principles of the competitive service apply to the SES with some adaptations. However, SES provisions in some program areas differ significantly from those governing the other systems.

**Competitive Service**

The competitive service includes all civilian positions in the Federal government that are subject to Title 5, US Code and are not specifically excepted from the civil service laws by statute, by the President, or by the OPM, and are not in the SES. It includes most positions in the executive branch of the Government. The majority of positions are competitive service positions.

The most common method for entering the competitive service is to be selected for an appointment after competing in an examination with other non-status applicants. A non-status applicant is an individual who does not have basic eligibility for noncompetitive assignment to a competitive position in the competitive service and must compete with members of the general public in an open competitive examination. Career and career-conditional appointments are the most common competitive service appointments.

Competitive service may also be granted by statute, Executive Order (EO), or the civil service rules without competitive examination, for example, former overseas employees.

**Excepted Service**

Positions excepted from the competitive service by OPM or by law are placed into three categories, Schedule A, B or C.

- Schedule A positions are positions for which it is impractical to use standard qualification requirements and to rate applicants using traditional competitive procedures.
- Schedule B positions are positions for which it is impractical to rate applicants using competitive procedures. However, under Schedule B authorities applicants must meet the qualification standards for the job.
- Schedule C positions are used on a case-by-case basis, when OPM grants hiring authority, in situations for which political appointments are appropriate. Schedule C appointees keep a confidential or policy-determining relationship to their supervisor and agency head. Generally, the authority to fill a Schedule
C job is revoked when the incumbent leaves and agencies need specific approval from OPM to establish or reestablish the position.

**Senior Executive Service**

The SES was created by the Civil Service Reform Act of 1978. Congress designed the SES to be an elite corps of managers charged with running the Federal government. The SES was set up as a separate, grade-less personnel system - distinct from the competitive and excepted services - whose positions are classified above the GS-15 level of the General Schedule. SES recruitment actions are handled by a centralized office in Washington D.C.
Attch 9: **Appointments**

**Career-Conditional Appointment** is a status appointment in the competitive service. A career-conditional employee must serve a two year probationary period during initial start of permanent Federal service to determine fitness for continued employment. Management may terminate the services of an employee if the work performance or conduct fails to demonstrate fitness or qualifications for continued employment during the initial one-year probationary period. The process for termination of employees during the one-year probationary period requires advanced notification and coordination with the Ft. Sam Houston Labor/Management Employee Relations Branch. Additionally, a career-conditional employee must serve three years of continued service before becoming a full career employee.

**Career Appointment** is a status appointment in the competitive service. A career employee has successfully served a one (1) or two (2) year probationary period and has completed three (3) years of continuous service.

**Temporary Appointment** is a non-status appointment to a competitive service position for a specific period of one (1) year or less. The appointment may be extended for up to one (1) additional year. A temporary appointment may be terminated at any time without use of adverse action or reduction-in-force procedures. The conditions of employment, though limiting for the employee, may provide cost savings to the organization.

**Term Appointment** is a non-status appointment to a position in the competitive service for a specific period of more than one (1) year but not more than four (4) years. Term employees do not obtain competitive status on the basis of their term appointment. During the appointment, an employee may be promoted, demoted, or reassigned only to other positions appropriate for term employment.

**Schedule A Appointment** is an appointment in the excepted service used for filling special jobs and situations for which it is impractical to use standard qualification requirements and to rate applicants using traditional competitive procedures. This type of appointment is also used for appointing persons with disabilities. In addition, employees under this appointment must serve a two (2) year trial period. After two (2) years of successful performance, an employee may be non-competitively converted to a permanent appointment in the competitive service.

Schedule “A” exceptions will enable management officials to fill any job under special circumstances. Examples include:

- When a critical hiring need exists to fill a short-term job or to fill a continuing job pending completion of examining, clearances, or other procedures.
- When a temporary or part-time job exists in a remote or isolated location.
- When non-citizens must be hired because no qualified citizen is available.
- When a temporary board or commission established by law or EO, must be quickly staffed.

**Pathways Program:** is a newly implemented program. This Federal hiring process involves students and recent graduates. The Federal Government has had trouble competing with other sectors in recruiting and hiring students and recent graduates. To address these difficulties, President Obama signed [Executive Order 13562](https://www.whitehouse.gov/the-press-office/2010/12/27/executive-order-recruiting-and-hiring-students-and-recent-graduates), entitled "Recruiting and Hiring Students and Recent Graduates," on December 27, 2010. This EO establishes the Pathways Programs, consisting of three excepted-service programs tailored to recruit, hire, develop, and retain students and recent graduates. As directed by the EO, OPM issued a proposed Pathways rule to improve...
recruiting efforts, offer clear paths to Federal internships for students from high school through post-graduate school and to careers for recent graduates, and provides meaningful training and career development opportunities for individuals who are at the beginning of their Federal service. The proposed rule includes the following three programs: the Internship Program (would replace the existing SCEP and STEP), the Recent Graduates Program, and a reinvigorated Presidential Management Fellows (PMF) Program.

**Schedule C Appointment** is a hiring authority appointment granted by OPM on a case-by-case basis in situations for which political appointments are appropriate. Schedule C appointees have a confidential or policy-determining relationship with their supervisor and agency head. Generally, the authority to fill a Schedule C job is revoked when the incumbent leaves and agencies need specific approval from OPM to establish or reestablish the position.

**Veterans' Recruitment Appointment (VRA)** is a special authority by which agencies may, if they wish, appoint an eligible veteran without competition. The authority can be used to fill GS-11 or below positions. Veterans are hired under excepted appointments to positions that are otherwise in the competitive service. After satisfactorily completing a two (2) year trial period the veteran must be converted non-competitively to a career or career-conditional appointment.

**Thirty (30) Percent or More Disabled Veteran Appointment** is an appointment enabling hiring officials to appoint an eligible candidate to any position for which he or she is qualified, without competition. Unlike the VRA, there is no grade-level limitation. Initial appointments are time-limited, lasting more than sixty (60) days; however, you can non-competitively convert the individual to permanent status at any time during the time-limited appointment.

**Veteran Employment Opportunity Act Appointment (VEOA)** is a law that allows eligible veterans to compete under an agency's Merit Promotion procedures. A veteran selected will be given a career-conditional appointment in the competitive service.
Attach 10: Recruitment Sources

Focus should be placed on ready audiences that are likely to include talented individuals who possess the competencies, skills and experience required for the position being recruited. Below are a few recruiting sources that may help achieve a diverse workforce:

- Colleges and universities with strong undergraduate and/or graduate programs in relevant areas
- Job fairs
- Career development offices
- Academic departments
- Professional organizations
- Advertisements in professional association publications
- Professional gatherings (luncheons, conferences, etc.)
- Minority and women organizations
- Internet

Management’s Role in Recruiting

Management may serve different roles in the recruitment process. As part of the effort to attract top talent in a competitive job market, management or an SME may be asked to participate in job fairs and college recruitment efforts.
Attch 11: **Classification**

The first step in ensuring a qualified person for your vacancy is to have an accurate position description (PD). The PD is the official record of the duties and responsibilities assigned to a position or group of positions by a supervisor/manager in order to accomplish a specific job. It is the position that is classified, not the person assigned. It is the work assigned and performed that are evaluated. The special capabilities or qualifications of the employee generally are not factors that influence the position’s classification.

Understanding the position that is to be classified is fundamental to the process of assigning the correct title, series, and grade. It is imperative that the PD be carefully developed to capture the important or critical features of the job. The recruitment and performance evaluation process will have no value if the PD is based on inadequate or misunderstood information. Critical to fully understanding the position is consideration of such factors as the position’s relationship to other positions, its primary purpose or reason for existence, the mission and responsibility of the organization in which it is located, and the qualifications required to do the work.

The Army developed the Fully Automated System for Classification (FASCLASS) to provide managers a database of Army position descriptions, intended to speed up the classification process and facilitate timely recruitment. However, not all positions contained in this database are correctly classified. You must still review the PD to ensure that it accurately captures the duties of the position which you intend to fill.

*Determining the Series*

The series determination is normally not a difficult problem for most positions. The correct series is usually apparent from reviewing the duties and responsibilities assigned to the position. In most cases, the occupational series will represent the primary work of the position, the highest level of work performed, and the paramount qualifications required. The Federal General Schedule Occupational Series can be found at http://www.opm.gov/fedclass/html/gsseries.asp and the Federal Wage System Occupations Series can be found at http://www.opm.gov/fedclass/html/fwseries.asp

*General Schedule*

The General Schedule series can be divided into five “categories” of work; specifically,

- **Professional**, e.g., attorney, medical officer, biologist;
- **Administrative**, e.g., human resource specialist, budget analyst, general supply specialist;
- **Technical**, e.g., forestry technician, accounting technician, pharmacy technician;
- **Clerical**, e.g., secretary, office automation clerk, data transcriber, mail clerk;
- **Others** are not so easy to determine, e.g., Electronics Mechanic, WG-2604 versus Information Technology (IT) Management Series, GS-2210.

*Professional or Nonprofessional Series*

Work classified to a professional series requires academic education and training in the principles, concepts, and theories of the occupation. This requirement is called a “positive education requirement” and is common to nearly all professional occupational series. Professional work involves creativity, analysis, evaluation, and interpretation.
Closely allied to professional work is work performed by nonprofessional support personnel. The duties and responsibilities may appear very similar to those of professional employees in related kinds of work. Technical work, however, is normally planned and managed by professional employees. The technician carries out or implements plans or projects based on extensive experience and supplemental on-the-job training rather than on formal academic education in the discipline itself.

**Administrative or Support Series**

Support work usually involves proficiency in one or more functional areas or in certain limited phases of a specified program. Normally a support position can be identified with the mission of a particular organization or program. The work usually does not require knowledge of the interrelationships among functional areas or organizations. Employees who perform support work follow established methods and procedures. Support personnel typically learn to do the work on the job through what may sometimes be many years of experience. They also may attend specific training courses related to their work.

Administrative work, on the other hand, primarily requires a high order of analytical ability combined with a comprehensive knowledge of (1) the functions, processes, theories, and principles of management; and (2) the methods used to gather, analyze, and evaluate information. Administrative work also requires skill in applying problem solving techniques and skill in communicating effectively both orally and in writing. Administrative positions do not require specialized education, but they do involve the type of skills (analysis, research, writing, judgment) typically gained through college level education or through progressively responsible experience. Even though employees who perform administrative work may be assigned to one functional area of overall occupation or program, they are required to understand the interrelationships between their specific area of expertise and other functions and programs.

**Mixed Series**

A “mixed series” position involves work covered by more than one occupational series. For most positions, the grade-controlling work determines the series. Sometimes, however, the lower grade duties are more closely related to the basic purpose of the position.

**Interdisciplinary Professional Series**

An alternate method of determining the series for some professional positions is the interdisciplinary approach. An interdisciplinary position involves duties and responsibilities that are closely related to more than one professional occupation. As a result, the knowledge and experience requirements can be met by persons qualified in either of the professional series involved. Interdisciplinary classification is used principally for positions in mathematical, scientific, or engineering disciplines. Other combinations of work and qualification requirements logically would not meet the intent of interdisciplinary. The method of determining series is used for the sole purpose of adding flexibility to staffing professional positions. This flexibility allows the qualification requirements for the position to extend beyond those for a single series.
Federal Wage System (FWS)

The Federal Wage System (FWS) is the major pay system covering trade, craft, and labor occupations in the Federal Government. The categories of pay plans in the FWS are Wage Grade (WG), Wage Leader (WL), and Wage Supervisor (WS). The pay for these employees is set in accordance with local prevailing rates.

DoD Civilian Acquisition Workforce Personnel Demonstration Project

This project provides a system that retains, recognizes, and rewards employees for their contribution and supports their personal and professional growth. A broadband classification and pay system replaces the current General Schedule (GS) structure. Under the demonstration, GS grading criteria will no longer be used to classify positions. The salary range for a given broadband level of a career path corresponds to the General Schedule rates of basic pay for the grades that a particular broadband level encompasses. Occupations with similar characteristics are grouped together into three career paths: Business Management and Technical Management Professional (NH), Technical Management Support (NJ), and Administrative Support (NK). Each career path consists of a number of broadband levels representing the phases of career progression that are typical for the respective career path. Broadband levels are designed to facilitate pay progression and allow competitive recruitment of quality candidates at differing rates.

Physicians and Dentists Pay Plan (PDPP)

The PDPP is considered a hybrid pay system because it combines pay authorities under title 5, title 10, and title 38, U.S.C. This blend of authorities provides the structure and authority to establish a compensation system for DoD physicians and dentists that enhances DoD’s ability to be competitive in the prevailing labor market. Under the PDPP, physicians and dentists will retain their GS or GM classification and pay grade and step for purposes of determining base pay but are further grouped by clinical specialty. Each position covered by the PDPP is assigned to a Clinical Specialty Pay Table based on the specialty required to perform the job. Clinical Specialty Pay Tables are comprised of up to four tiers. Tiers are pay ranges within pay tables that reflect varying levels of professional and administrative responsibilities (i.e., scope of responsibility) required to perform the duties of the physician’s or dentist’s position.
### Glossary of Terms Used in the Hiring Process

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FASCLASS</strong></td>
<td>Fully Automated System for Classification (FASCLASS) is a centralized system at HQDA that gives access to active position descriptions and position related information throughout Army.</td>
</tr>
<tr>
<td><strong>Student Educational Employment Program</strong></td>
<td>A work study program that allows students to receive monetary compensation while combining academic study with on-the-job experience.</td>
</tr>
<tr>
<td><strong>Career Appointment</strong></td>
<td>A current or former employee in the competitive service who have completed three years of continuous service.</td>
</tr>
<tr>
<td><strong>Career-Conditional Appointment</strong></td>
<td>A current or former employee in the competitive service who have completed less than three years of service and must serve a one year probationary period the first year of initial appointment.</td>
</tr>
<tr>
<td><strong>Category Rating</strong></td>
<td>An alternative ranking and selection procedure for delegated examining.</td>
</tr>
<tr>
<td><strong>Competitive Placement Referral</strong></td>
<td>A list used for consideration of current and former government employees.</td>
</tr>
<tr>
<td><strong>Delegated Examining (DE) Referral</strong></td>
<td>A list used when jobs are announced to the public at large.</td>
</tr>
<tr>
<td><strong>Excepted Appointment</strong></td>
<td>Key policy determining positions or positions which involve a close personal relationship between the incumbent and key officials. No examinations are required and the agency appoints persons who they determine to be qualified.</td>
</tr>
<tr>
<td><strong>Federal Wage System (FWS)</strong></td>
<td>The common job grading system that covers most trades, crafts, and labor jobs outside of the postal field service.</td>
</tr>
<tr>
<td><strong>General Schedule (GS)</strong></td>
<td>The classification system covered by Title 5 that includes a range of levels of difficulty and responsibility for professional, administrative, technical, clerical, or other positions in grades GS-1 to GS-15.</td>
</tr>
<tr>
<td><strong>Intergovernmental Personnel Act (IPA) Assignment</strong></td>
<td>An assignment which involves temporary assignment of employees between Federal agencies and State, local, or Indian tribal governments; institutions of higher education; and other eligible organizations.</td>
</tr>
<tr>
<td><strong>Job Analysis</strong></td>
<td>The process of assessing the duties and responsibilities of a position to determine the knowledge, skills and abilities that are essential to the position or to enhance performance in the position.</td>
</tr>
<tr>
<td><strong>Merit Promotion Plan (MPP)</strong></td>
<td>A plan that sets forth policies, procedures and requirements, which assure that qualified candidates are considered for assignment to positions in the competitive service, based solely on job-related evaluation procedures.</td>
</tr>
<tr>
<td><strong>Non-competitive Referral</strong></td>
<td>A list used for candidates who do not have to compete for placement in the vacancy.</td>
</tr>
<tr>
<td><strong>Pathways Program</strong></td>
<td>Consists of three excepted-service programs tailored to recruit, hire, develop, and retain students and recent graduates: Internship Program, Recent Graduates Program, and Presidential Management Fellows (PMF) Program.</td>
</tr>
<tr>
<td>Schedule A Appointment</td>
<td>A position for which it is not practicable to apply the qualification standards and requirements used in the competitive civil service system and which are not of a confidential or policy determining nature.</td>
</tr>
<tr>
<td>------------------------</td>
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</tr>
<tr>
<td>Schedule B Appointment</td>
<td>A position for which it is not practical to hold open competitive examination, and the positions are not of a confidential or policy determining nature. The persons appointed to Schedule B positions do have to meet the OPM qualification standards for the position.</td>
</tr>
<tr>
<td>Schedule C Appointment</td>
<td>An appointment for key policy determining positions or positions which involve a close personal relationship between the incumbent and key officials. No examinations are required and the agency appoints persons who they determine to be qualified.</td>
</tr>
<tr>
<td>Hiring Official</td>
<td>A management official who has authority to select a candidate for assignment to a position, subject to the final approval of a servicing workforce management office official with appointing authority.</td>
</tr>
<tr>
<td>Status Applicant</td>
<td>An individual's basic eligibility for non-competitive assignment to a competitive position in the competitive service without having to compete with members of the general public in an open competitive examination. A person on a career or career-conditional appointment acquires competitive status upon satisfactory completion of a probationary period under a career-conditional or career appointment to a position in the competitive service. Status can also be granted by statute or Executive Order.</td>
</tr>
<tr>
<td>Subject Matter Expert (SME)</td>
<td>An individual or group of individuals knowledgeable about the responsibilities of the position.</td>
</tr>
<tr>
<td>Temporary Appointment</td>
<td>A non-status appointment for a specific period of one year or less. The appointment can be extended for up to one additional year.</td>
</tr>
<tr>
<td>Term Appointment</td>
<td>A nonpermanent appointment for a specific period which lasts for more than one year but not more than four years.</td>
</tr>
<tr>
<td>Veterans Employment Opportunities Act (VEOA)</td>
<td>A law that allows eligible veterans who wish to take advantage of the increased access to jobs provided by the VEOA must compete under an agency's Merit Promotion procedures.</td>
</tr>
<tr>
<td>Veterans' Recruitment Appointment (VRA)</td>
<td>The VRA is a special authority by which agencies may, if they wish, appoint an eligible veteran without competition. The authority can be used to fill GS-11 or below positions.</td>
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Attch 13: Helpful Hiring Information

STRATEGIC RECRUITMENT

Strategic Recruitment is the process of developing a plan that provides an organization with a methodology to identify internal and external recruitment mechanisms to attract candidates who possess the competencies required for the positions available.

The Strategic Recruitment Discussion is intended to:

- assist you in determining the organization's strategic recruitment needs;
- give you common definitions used in the recruitment process;
- provide you with an explanation of areas of consideration and various appointing authorities;
- give you recruitment and marketing strategies to consider;
- explain incentives that can be utilized to assist in the recruitment process; and
- illustrate the benefits of working for the government.

DETERMINING THE COMPETENCIES REQUIRED

To determine the competencies required and what jobs need to be done to accomplish the organization's goals, a job analysis should be performed. A job analysis results in three planning tools:

- **Job Competencies** - describe the attributes required to successfully accomplish the organization's goals. They are the skills and characteristics an individual should have in order to perform the job successfully.
- **Job Descriptions** - written statements of what the job entails, how it is done, and why it is done. The job description should also distinguish between essential and non-essential job functions.
- **Job Specifications** - describe the knowledge, skills, and abilities required for successful completion of the job's essential functions.

OPTIONS FOR FILLING POSITIONS

- **Recruiting** - hiring new employees to fill the gap between HR demand and internal supply.
- **Training** - preparing existing employees in the organization to move into other job categories in which the HR demand is expected to increase.
- **Reassignments** - moving people from one position to another.
- **Job redesign** - combining and reassigning tasks required to perform a job.

This section provides information regarding various recruitment options and strategies available for consideration when filling vacant positions.

Filling Army Civilian vacancies with high quality candidates in a timely manner is a collaborative effort between the hiring managers and HR professionals. Management and HR must discuss the organization's recruitment needs, areas of consideration, and recruitment and outreach strategies.
Areas of Consideration
The area of consideration describes the individuals from whom the agency will accept applications to compete for the position. It may be a broad or a limited group of individuals. The area of consideration may also be referred to as "Who May Apply" within the vacancy announcement.

Determining who should be within the area of consideration is dependent on many variables, i.e. the occupation, whether the occupation is in a Career Program, the location, the grade level, the specialized experience to perform in the job, etc. Currently, the smallest area of consideration is Department of Army only.

INTERNAL RECRUITMENT METHODS

Details: The temporary assignment of an employee to a different position or set of duties for a specified period (NTE 120 days) 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 in order to be detailed into a position with these requirements.

Merit Promotion: The identification, qualification, evaluation, and selection of candidates from appropriate sources. Selections will be made without regard to political affiliation race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for candidates' privacy and constitutional rights. Selections shall be based solely on relative ability, knowledge, skills, other job-related criteria and legitimate position requirements. Selection from merit promotion is a competitive selection.

Reassignment: The noncompetitive movement of an employee to another position for which he/she qualifies at the same grade level and with an equivalent target grade or equivalent band level, if applicable.

Temporary Promotion: 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.

Voluntary Change to Lower Grade: The noncompetitive movement of an employee to another position for which he/she qualifies at a lower grade than currently being held.
EXTERNAL RECRUITMENT METHODS

**ACTEDS (Department of Army) Interns:** Full time, entry level, permanent civilian positions with the Department of Army. The term "intern" is synonymous with an Army management training program hired for entry grade levels (GS-5 and GS-7) for development to mid level management positions (GS-9 or GS-11). The length of Army's "internship" is two years and consists of on-the-job training combined with formal classroom training. The recruitment cell is located in the CHRA North Central Region.

**ACWA:** A certificate of eligible external candidates generated for GS-5/7, 2-grade interval administrative positions covered by the Luevano Consent Decree. The position must have promotion potential to GS-9 or higher. Applicants are appointed in the Competitive.

**Delegated Examining Authority:** The CHRA Regions have been delegated the authority to issue certificates for all series and grades by OPM. This is a way to consider applicants who have not previously held career or career conditional positions. Applicants are referred using category ranking.

**ICTAP:** The Interagency Career Transition Assistance Plan was created to assist surplus and displaced workers find other jobs. The provisions of ICTAP give special selection priority to displaced and surplus employees who apply for positions. When an agency accepts applications from individuals outside the agency in recruiting for a position, the provisions of the ICTAP apply. Since "agency" means "Department of Defense" with respect to this program, this means that the ICTAP is applicable whenever any DoD organization accepts applications from individuals external to DoD. The ICTAP does not prohibit movement within the agency.

**NAF/AAFES Interchange Eligibles:** Currently serving on a NAFI/AAFES position, without time limitations, or have been separated from such appointment, without personal cause, within preceding year. Must be or have been serving continuously for one year in NAFI/AAFES position. May only be appointed to a permanent position based on this authority.

**OPM Certificates:** A list of applicants seeking employment with a Federal agency in the competitive service. Applicants are referred in order of score and veteran preference. There is a charge for an OPM certificate.

**Pathways Program:** This Program is for Students and Recent Graduates. The program consists of an Internship Program for current students; the Recent Graduates Program for people who have recently graduated from qualifying educational institutions or programs (2 years from the date the graduate completed an academic course of study); and the reinvigorated Presidential Management Fellows (PMF) Program for people who obtained an advanced degree (e.g., graduate or professional degree) within the preceding two years. These programs, collectively the Pathways Programs, are streamlined developmental programs tailored to promote employment opportunities for students and recent graduates in the Federal workforce.

**People with Disabilities:** People with disabilities can be hired through the traditional competitive hiring process or, if they qualify, non-competitively through the use of excepted service appointing authorities.

**Reemployed Annuitants:** 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 temporary or a permanent position. There is no special appointment authority for a reemployed annuitant.

**Reinstatement:** The reemployment of a former employee who held a career or career-conditional appointment with a Federal Agency. Individuals with reinstatement rights may be non-competitively placed in positions at grades equal to or lower than previously held. Reinstatement eligibles can also compete along with merit promotion candidates for positions at higher grades than they previously held as long as they meet the same requirements as in-service placement candidates. If selected, the applicant would be reinstated to the Federal Service.

**Transfers from other Federal Agencies:** A transfer is the movement of an employee, without a break in service of 1 work day, from a position in one 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.

**Veterans Employment Opportunity Act (VEOA):** When an agency accepts applications from outside its own workforce, the Veterans' Employment Opportunities Act of 1998 (VEOA) allows preference eligibles or veterans to compete for these vacancies under merit promotion procedures. Veterans who are selected are given career or career conditional appointments. Veterans are those who have been separated under honorable conditions from the armed forces with 3 or more years of continuous active service.
NON-COMPETITIVE APPOINTING AUTHORITIES

**Direct Hire:** Direct-hire authority is designed to effectively recruit eligibles for career-conditional appointment to positions in shortage or critical shortage occupations. The implementation of direct-hire authority includes the direct receipt of applications, the examination of competitors, and compliance with competitive selection rules in cooperation with the Office of Personnel Management (OPM) examining office.

**People with Disabilities:** There are two ways to hire people with disabilities non-competitively:

1. 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 two successful years of job performance.
2. People who are severely disabled can also be hired non-competitively 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 Schedule A appointment without certification.

**Reinstatement:** Individuals with reinstatement rights can be non-competitively placed in positions at grades equal to or lower than the grade they previously held.

**Thirty Percent or more Compensable Disabled Veterans:** Thirty percent or more compensable disabled veterans, if qualified, may be non-competitively appointed to positions without going through the Office of Personnel Management (OPM). A current Veterans Administration letter or military discharge papers substantiating the disability is required for applying under this program. Thirty percent disabled veterans are initially given a temporary appointment; duration may vary depending on type of disability and position requirements. Once certified that the disabled veteran is successful in the position, he/she is converted to a career-conditional appointment.

**Veterans Recruitment Authority (VRA):** The following veterans are eligible for a non-competitive VRA appointment:

- Disabled Veterans; or
- Veterans who have been awarded a Campaign Badge, Armed Forces Expeditionary Medal (AFEM), or Armed Forces Service Medal (AFEM); or recently separated veterans. Recently separated veterans are defined as those who have separated from active service within the last three years.

There are no time restrictions on appointment of the first two categories of veterans. There is no length of service requirement for all three categories of veterans. The maximum grade level at which appointments may be made is GS-11. Veterans must meet all qualification requirements. Veterans with less than fifteen years of education must receive training or education. After two years of successful employment, appointments must be converted to career conditional appointments.
**RECRUITMENT INCENTIVES**

Recruitment incentives may be used for hard-to-fill positions when warranted and supporting documentation is substantiated. They generally require approval by the installation commander.

Some of the more typical recruitment incentives include: (This list is not all inclusive).

**PERMANENT CHANGE OF STATION (PCS) ENTITLEMENTS AND BENEFITS**

New appointees, moving from their place of actual residence at the time of appointment, may be reimbursed for a portion of their moving expenses. The entitlements provided include:

- a) Travel, transportation, and mileage for the appointees and their families.
- b) Transportation and temporary storage of household goods, normally up to 18,000 pounds.
- c) Per Diem for the newly appointed employee. Family members of new appointees are not entitled to an additional per diem allowance.

**RECRUITMENT INCENTIVE**

A recruitment bonus of up to 25% of the annual rate of basic pay may be offered to certain current newly appointed employees, provided there is a determination that, in the absence of such a bonus, difficulty would be encountered in filling the position.

**RELOCATION INCENTIVE**

A relocation bonus of up to 25% of the annual rate of basic pay may be offered to employees who must relocate to accept positions in a different commuting area provided, it has been determined in the absence of such a bonus, the position would be difficult to fill.

**STUDENT LOAN REPAYMENT**

The Federal student loan repayment program authorizes agencies to repay certain types of federally insured student loans as a recruitment or retention incentive for highly qualified candidates or current employees.

**SUPERIOR QUALIFICATIONS APPOINTMENT**

An appointment made at a rate above the minimum rate of the appropriate General Schedule grade because of the superior qualifications of the candidate or a special need of the agency for the candidate's services. These are commonly referred to as advanced in-hiring rates.