



**DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT BLISS
1741 MARSHALL ROAD
FORT BLISS, TX 79916-3803**

AMIM-BLG-ZA (690 – 300d)

2 March 2021

POLICY MEMORANDUM # 22

SUBJECT: Civilian Personnel Recruitment, Selection, and Procedures

1. References:

- a. Title 5, United States Code, Part III, Subpart A, Chapter 23, Section 2301 Merit System Principles
- b. Title 5, United States Code, Part III, Subpart A, Chapter 23, Section 2302 Prohibited Personnel Practices
- c. Title 29, Code of Federal Regulations, Volume 4, Chapter XIV, part 1614, Subpart A, Section 1614.103, Discrimination
- d. Title 29, Code of Federal Regulations, Volume 4, Chapter XIV, part 1614, Subpart A, Section 1614.203, Rehabilitation Act
- e. AR 690-300, Civilian Personnel Employment, 3 April 2019
- f. HQ AMC, AMPE-F memorandum (Command Policy Memorandum – Extended Leave Without Pay (LWOP) for U.S. Army Materiel Command Family Members in Conjunction with Permanent Change of Station, 17 December 2019
- g. HQ AMC, AMPE-F memorandum (Command Policy Memorandum – Improving Civilian Hiring), 16 November 2020
- h. HQ IMCOM, IMCG memorandum (Policy Memorandum 690-950-2, Installation Management Command Civilian Succession Management), 12 September 2017
- i. HQ IMCOM, IMCG memorandum (Policy Memorandum 690-950-1, Recruitment and Selection for Supervisory Equal Employment Opportunity (EEO) Positions), 25 February 2019
- j. HQ IMCOM, Operations Order 20-021: HQ, Installation Management Command (IMCOM) Implementation of the Department of the Army Security Guard (DASG) Recruitment and Retention Incentives, 15 January 2020

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k. IMCOM, IMHR-C memorandum (U.S. Army Installation Management Command (IMCOM) – Improving Civilian Hiring), 1 February 2021

2. Purpose: To establish policy and procedures to ensure recruitment and selection of the best qualified candidates, while complying with merit system principles, and Office of Personnel Management, Department of Defense, Department of the Army, Army Materiel Command and Installation Management Command regulations and guidance.

3. Applicability. This policy applies to all competitive and excepted service Appropriated Fund (APF) positions within the United States Army Garrison (USAG) Fort Bliss and its directorates, except:

- a. Deputy Garrison Commander (DGC) position
- b. Garrison Director positions
- c. Attorney recruiting actions will comply with chapter 9 of reference 1e
- d. Supervisory EEO position recruiting actions will comply with reference 1i

4. Policy. USAG Fort Bliss is committed to maintaining a talented and diverse civilian workforce. The diversity of thought, background, ideas and experience within our workforce contributes to the creative thinking and innovation that is critical to organizational excellence. Employment practices, including recruitment, selection, development, and promotion of employees will be free of discrimination. Hiring officials are responsible for ensuring that hiring decisions adhere to the merit system principles and do not commit any prohibited personnel practices. Positions covered by this policy will be filled on the basis of merit and fitness without regard to political, religious, or labor organization affiliation, marital status, race, color, sex, gender identity, national origin, non-disqualifying physical/mental disability, genetic information, previous EEO activity, or age.

5. General Guidance. Recruiting and talent management is one of the most important functions of this organization. Selecting officials must focus on an applicant's ability to work in a team and contribute to the mission. Experiential knowledge and experience are two good metrics in identifying top performers; but they are not the only metrics. Focus on an applicant's ability to produce results in accordance with the assigned position description. Hire high-energy and motivated individuals. Top performers are also likely to be people who:

- a. Produce quality work
- b. Are confident decision-makers

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- c. Continuously develop new skills, are lifelong learners
- d. Listen to feedback and are open to suggestions
- e. Make their own work, possess good communication skills (verbal and written); and
- f. Handle pressure

6. Responsibilities.

a. The Civilian Personnel Advisory Center (CPAC) is the primary source of information on the Army-wide procedures used to hire civilians.

b. The USAG Fort Bliss Director of Human Resources (DHR) is responsible for consolidating guidance from IMCOM-Readiness (ID-R) and incorporating the guidance into USAG Fort Bliss policies and procedures.

c. Approving authorities and selecting officials must enforce all aspects of this policy. Nothing in this policy is intended to replace, supplant, or modify any of the references cited above.

d. Selecting Officials (SO) are typically the first-line supervisors of the vacant position and have the lead on initiating the recruitment action, the selection process, and providing recommendation of the selection to the Approval Authority (AA). The Higher Level Reviewer (HLR) of the vacant position is the AA for personnel selections. Directors may reserve the AA at their level except positions that the DGC is the HLR for. Once approval is obtained from the AA, the SO is responsible for completing the hiring action with CPAC through USA Staffing.

(1) In general, recruitment and selection processes are competitive. Hiring officials are to fill civilian vacancies with the best qualified and available applicant through competitive procedures utilizing a fair, impartial and objective vetting and selection process. A hiring manager's checklist and guide are provided at enclosure 1.

(2) Hiring Managers will route non-competitive selections (by name requests for VRA, 30% Disabled Veterans, Schedule A Hiring Authority, other Direct-Hiring Authority, reinstatements, etc.) through their Director to the DGC for approval (or DGC endorsement if the action requires ID-R Director approval prior to creating a recruitment action). DGC approval will be attached to the Request for Personnel Action or AUTONOA ticket.

(3) The DGC approves relocation and retention incentives and Permanent Change of Station (PCS) costs, other than the exceptions listed below after funding has been

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verified by the Resource Management Officer. DGC approval will be attached to the Request for Personnel Action or AUTONOA ticket. Positions that are GS-13 or higher are authorized PCS costs. DASG vacancies may be recruited with recruitment/retention bonuses to meet IMCOM's retention goal of three years for DASGs as identified in reference 1j.

(4) Consider management-directed reassignments in advance of regular hiring procedures when it will result in a reduction of over-hires within the organization and/or USAG Fort Bliss. When approved by the AA, same grade reassignments may be used to fill vacant positions when in the best interest of the organization.

(5) SOs and AAs may opt for a non-competitive selection process for temporary and/or term hiring actions that are 120-days or less in duration or competitive temporary promotions for temporary or term vacancies longer than 120-days.

(6) Vacancies that occur due to a family member moving with their military spouse on PCS orders may be recruited on a permanent basis (see reference 1g).

(7) Vacancies that are obligated (through PCS overseas or on temporary promotion/assignment) will be filled on a term or temporary basis with a Not To Exceed Date that matches the end date of the initial tour of the person the position is obligated to. Extensions of term or temporary appointments can be granted when official notification of personnel extension is received from CPAC for obligated positions.

(8) The DGC approves all exceptions to the recruitment and selection process outlined below.

7. Timing of recruitment. In general, the garrison supports an overlap between inbound and outbound personnel for branch chiefs or higher. Overlap time will not exceed two months for key positions. SOs are responsible for initiating Phase One of the recruitment process to include creating a request for personnel action (RPA) (identified in paragraph 9 below) within three (3) days of notification of a vacancy (i.e. resignation, curtailment, retirement, reassignment, or termination).

8. Direct Hiring Authorities. The Office of Personnel Management (OPM) has approved several Direct Hire Authorities (DHAs) to be used government-wide. DHA permits agencies to appoint candidates to positions without regard to the requirements in 5 U.S.C. §§ 3309 through 3318, when OPM has determined that there is either a severe shortage of candidates or a critical hiring need for a position or group of positions. OPM Direct Hiring Authorities are identified in enclosure 2.

a. Vacancy announcements will identify the use of the Direct Hire Authority.

b. Candidates must meet the OPM Qualifications Standards for the grade or comparable level, and must meet any appropriate selective placement factors for the position being filled (minimum qualifications).

c. DHA actions are identified to ID-R by the Manpower and Agreements Division for accountability purposes.

d. Depending on the Hiring Authority used, applications may be accepted via public notice, USAJOBS announcement, or at a job fair/recruiting event which coincides with the open period of the public notice.

e. USAJOBS vacancy announcements will include the disability hiring path icon when the position is open to individuals with a disability.

f. CPAC offers will remain tentative until clearance of Interagency Career Transition Assistance Plan eligible candidates, Priority Placement Program matches, and other requirements of the position are complete.

9. USAG Fort Bliss recruits personnel in three phases: (1) Phase One: Create a Request for Personnel Action; (2) Resume reviews, interviews, and reference checks; and (3) Selection.

a. Phase One: Create a Request for Personnel Action

(1) Prior to initiating RPA, the SO will conduct a review of the Position Description (PD). If changes are required, the hiring official will create a "mark-up" document with "tracked changes" saved to provide CPAC a clear picture of changes made. Upload a final version of the proposed PD in the Fully Automated System for Classification (FASCLASS) in the Civilian Hiring Reform Toolkit. Send copies of the mark-up and final PD via email to CPAC's Classification Specialist. Supervisors will review position descriptions annually for GS professionals.

(2) If there are special considerations that require advance approval (incentives, by-name requests, etc), submit an email to the DGC with a clear justification for his consideration. DGC approvals for consideration will be attached to the Request for Personnel Action or AUTONOA ticket.

(3) Initiate the AUTONOA ticket or RPA within three (3) calendar days after the identification of a vacancy. Attach IMCOM Form 13 (enclosure 3) and any other supporting documentation and route to authorizer and Resource Manager Boxes (2) for processing.

(4) Within five (5) days of notification from CPAC, complete the Strategic Recruitment Discussion (SRD) and Job Analysis (JA) with the CPAC Human Resources Specialist assigned the action and review/approve final proposed competencies, eligibilities and announcement in USAStaffing. In general, positions will be announced for a period of 10 calendar days.

b. Phase Two: Resume Reviews, Interviews and Reference Checks

(1) Hiring panels are required for supervisory positions and positions graded at GS-13 and higher. Selecting officials will assemble a diverse panel of at least three members, military or civilian. Panel members must be the same grade or higher than the position being hired and must include a panel member from outside the directorate where the position is being filled. The SO will be or will designate a lead to facilitate the panel. The AA is not a member of the panel unless the Director is part of the panel for the selection of Division Chiefs and Deputies.

(2) Panel members will sign a non-disclosure agreement (enclosure 4) and will conduct resume reviews and interviews within 10 days of receiving the selection list. Interviews will be handled in a consistent manner: all in person, virtual, or telephonic, and all candidates will be asked the same questions in the same order. Only the Garrison Command (GC) or DGC may approve exceptions to paneling hiring actions.

(3) A resume review matrix will be created and provided to panel members by the selecting official before the hiring panel reviews any resumes. Evaluation criteria will be directly related to the key duties of the position description. A sample resume review matrix is provided at enclosure 5. Immediately following the issuance of a referral list, the lead panel member will provide the panel with the resumes, resume review matrix, and interview questions.

(4) Panel members will review all resumes independently prior to convening and/or discussing candidates; members will score the resumes and provide notes (discussion points) for each. Upon completion of resume reviews, panel members will forward their resume review matrices with comments to the lead. The lead will consolidate and identify the top candidates to be interviewed within five working days.

(5) The panel will interview, at least the top three candidates, as identified with the highest total scores on the combined resume review matrix. To ensure compliance with merit system principles and equal employment opportunity, interview guidelines are provided at enclosure 6.

(a) Panel members will ask each candidate the same questions in the same order.

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(b) Panel members, and/or hiring managers will not discuss specific pay or employee benefits with applicants. All inquiries should be referred to the servicing CPAC.

(c) Panel members provide the lead with a rating score for each candidate and notes taken during the interview. The lead will compile ratings and notes.

(d) At a minimum, conduct reference checks for the selected candidate. Contact at least, subject to the applicant's authorization, the candidate's current and one previous supervisor. Guidance is provided at enclosure 7.

(e) Following the interviews and reference checks, the lead panel member will identify the best qualified candidate, as well as first and second alternate candidates if applicable. If there are no qualified alternate selections, do not identify any. The lead must annotate the reasons for selections and non-selections of all candidates.

(f) Internal candidates who interview for senior-level positions but are not selected for a vacancy will be provided feedback from the hiring official, following acceptance of a final job offer by the selectee.

c. Phase Three: Selection

(1) No later than 15 calendar days after the receipt of a referral list of qualified candidates, return primary and alternate selection to the servicing CPAC.

(2) Prior to notifying CPAC of a selection, SOs must obtain written approval of the selection from the AA. Include the following information in the approval request memorandum/email to the AA:

(a) Name of top three candidates, identifying top candidate, first and second alternates (if applicable)

(b) Resumes of the top three candidates

(c) Names of hiring panel members (if applicable)

(d) Scoring matrix indicating combined ratings/scores and notes from resume review and interviews

(e) Interview question list

(f) Justification for the selection of top candidate, first and second alternate

(g) Information obtained through reference checks to include who was contacted and any information provided by references (e.g. a copy of any email traffic)

(h) Additional information about waivers required, if applicable

(2) Maintain final Approval Authority documentation on file with all other documents for three years.

10. Upon final AA approval, the SO will notify CPAC of the selection and will note the selection in USASTAFFING, adding a brief justification for the selection based on merit (e.g. "Candidate was considered the best qualified candidate possessing superior skills in XXXX, for this XXX position.") Selection in USASTAFFING will be made NLT 15 days after issuance of the referral list.

11. If the SO is unable to complete the selection within 15 days, they must submit a request for extension to their servicing CPAC HR Specialist. All personnel processing, to include making tentative and final offers, establishing entry on duty dates, data entry, payroll coordination, and other entitlements are the CPAC's responsibility, after coordination with the SO. The SO will assign a sponsor to the selectee when an offer is accepted.

12. Pay setting. Advance-in-hire pay is delegated to the USAG Fort Bliss GC up to GS (all grades) step 5 and to the ID-R Director for GS (all grades) step 6 and above. All pay setting actions are approved and provided to CPAC prior to processing.

13. Non-competitive temporary promotions are intended for meeting the needs of an agency's program when necessary services cannot be provided by other means. The non-competitive temporary promotion or assignment of an employee to a higher-graded position for a specified period requires the employee to return to his/her permanent position upon the expiration of the temporary action (NTE 120 days in a calendar year). An employee must be determined "qualified" by the CPAC prior to an RPA being submitted. A Statement of Understanding (SOU) will be signed as an acknowledgement by the employee (Enclosure 8). Both the qualifications determination and a copy of the SOU will be attached to the RPA. Process temporary promotions for more than 120 days under competitive procedures. For more information, see reference 1a.

14. The selecting official must maintain the following documents for at least three years in accordance with AR 25-400-2 for all positions.

a. Announcement

b. Referral list

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c. Resume and interview criteria, notes, and score sheets

d. Selection approval

e. Resumes for selectee and alternate selections

f. Approval for recruitment or retention incentives, advance in hire, or any other incentives provided.

g. Where provisions of this plan differ from negotiated labor agreements, the provisions of the negotiated agreements will apply. When provisions of this plan differ from changes in law or regulation, the changes in law or regulation will apply.

15. Proponent. The USAG Fort Bliss, Directorate of Human Resources (DHR) is the proponent for this policy.

16. Expiration. This policy is effective immediately and will remain in effect until modified, rescinded, or superseded.

17. The point of contact for this action is the Directorate of Human Resources, Workforce, Administrative Services and Security Division (WASSD) at (915) 568-1767.

Encls



STUART M. JAMES
COL, AR
Commanding

SELECTING OFFICIAL CHECKLIST

☐ CREATE A REQUEST FOR PERSONNEL ACTION

- ☐ Review position description (PD) for accuracy
- ☐ Make changes to existing PD or write new PD if required and submit through FASCLASS WPT to CPAC for classification
- ☐ Identify special requirements or conditions of employment (i.e. shift work, lifting, etc.)
- ☐ Determine recruitment strategies
 - Entry level, full performance, career ladder
 - How will you announce (merit promotion or DEU)
 - Special recruiting authorities
 - Recruitment incentives; prepare requests for incentive(s) if required
- ☐ Initiate the AUTONOA Ticket or Request for Personnel Action (RPA)
 - Attach IMCOM Form 13 and other supporting documents if required
- ☐ Coordinate with CPAC
 - Complete Strategic Recruitment Discussion
 - Complete Job Analysis
 - Review Eligibilities, Competencies and Vacancy Announcement in USAStaffing

☐ RESUME REVIEW, INTERVIEWS AND REFERENCE CHECKS

- ☐ Establish hiring panel if required
- ☐ Create a resume review matrix and establish interview questions
- ☐ When referral list of applicants is issued, score resumes on matrix and schedule interviews
- ☐ Rate candidates after interview and identify the best candidate and two alternates; annotate reason for primary selection

☐ SELECTION

- ☐ Submit selection to Approval Authority with supporting documents
- ☐ Submit selection to CPAC through USAStaffing
- ☐ Maintain all documents on file for three years

Civilian Recruitment and Selection Guidance

1. Recruitment

a. Planning - It's never too early to begin planning for future recruitment and succession. Employee departures are often unexpected, and having solid plans in place early will help reduce delays in hiring process and enable you to meet Office of Personnel Management's (OPM) hiring timeline (Appendix A). Review strategic workforce plans. Use mission and related goals to identify challenges. Compare the current workforce to the desired workforce needs. Consider the current DoD and federal labor pool, as well as external sources. Know who's out there and how best to recruit desired talent. Ensure position descriptions are up-to-date including containing appropriate conditions of employment like security clearances, physicals, and certifications.

b. Position Classification - Determine if the position description (PD) is still current or needs to be revised or rewritten. It is important for employees to have an accurate PD because it not only identifies the major duties and responsibilities of the position; it serves as the foundation of the position and plays a critical role in recruitment, training, performance management, organizational design, etc.

c. Recruitment Strategy – Determine whether you need to announce internal (merit promotion) or external (Delegated Examining Unit), or if use of a noncompetitive or direct hire authority is appropriate. Determine if the position requires the use of recruitment/relocation incentives or Permanent Change of Station.

(1) Merit Promotion (Internal Announcement) provides an opportunity for internal federal employees, transferees, reinstatement eligibles, and special appointment candidates (i.e. Veterans, NAF Interchange, military spouses, etc) to apply for the position. See Appendix B for common areas for consideration in a merit promotion announcement.

(2) Delegated Examining Unit (External Announcement) is used when the hiring manager determines the position will not have a large enough candidate pool using a merit promotion announcement. The announcement is open to all U.S. citizens, requires public notice and application of veterans' preference. Eligibles are rated and ranked according to quality categories. Selections are only made from the highest quality category and veterans must be selected before consideration may be given to a non-veteran.

(3) Direct Hire Authority (DHA) is an authority approved for specific positions in response to a severe shortage of candidates or a critical hiring need. Use of a DHA expedites the recruitment process by eliminating several steps in the hiring process and often allowing direct job offers without announcing or rating and ranking candidates. Appendix C lists available DHAs and their requirements.

(4) Non-competitive appointments allow the hiring of candidates in special categories including 30% Disabled Veterans and Veterans Recruitment Authority and current employees who have already competed for the grade to be selected without competition. Managers should ensure that they have given consideration to all eligible employees within their directorate before choosing a noncompetitive selection (see Appendix D).

d. Vacancy Announcement – after the recruitment strategy is defined, the CPAC will assist the hiring manager in completing the job analysis, occupational questionnaire, and vacancy announcement. The job analysis identifies the major job duties which serve as the basis for developing the occupational questionnaire and specialized experience. The occupational questionnaire is a self-assessment used to measure the applicant's knowledge and skills for the position.

2. Referral Lists/Certificates

a. Referral lists/certificates are issued for a period of 14 calendar days. Requests for extensions may be made in 7-day increments. All efforts should be made to return referral lists within 14 days. Hiring officials should establish resume rating criteria, interview and reference check questions, and panels (if needed) prior to issuance of the referral list to ensure timely selection. Referral lists/certificates may be used multiple times for like vacancies until they expire (usually six months from issuance, check your CPAC's merit promotion plan to determine the expiration period).

b. Expedited Referral Lists (ERL) are a type of simplified evaluation that involves the CPAC applying a cutoff score of 70 and sending all applicants above the cutoff to the selecting official for review and consideration. A selecting official can request to use ERL when creating the RPA, during the strategic recruitment discussion with the CPAC, or any time up until the announcement close date. A designated SME and/or panel has 14 days from issuance to identify the best qualified candidates. The selecting official cannot participate in this process. This process requires thorough documentation which must be uploaded into USA Staffing prior to return to the CPAC. Applicants cannot be contacted during this process. Interviews and reference checks are also prohibited at this stage. After returning the ERL, the CPAC will review the best qualified candidates as identified by the SME/panel and review each candidate for eligibility and qualifications. The CPAC will then issue a referral list with the qualified candidate(s) from which the selecting official/panel can conduct interviews and reference checks, and make a selection.

3. Selection

a. The importance of selecting the best candidate for a position cannot be overemphasized. Multiple factors are needed to properly evaluate qualified candidates. These factors must be job related and defensible under third party reviews, e.g., Merit System Protection Board. Consideration should be given to work experience, education, and training. In the interview, the candidate may expand upon information provided in the resume, and provide management with the deciding factor(s) in the selection process.

b. Merit System Principles and Prohibited Personnel Practices - Selecting officials must abide by the Merit System Principles, avoid Prohibited Personnel Practices and understand the legal consequences for non-compliance. The Merit System Principles and Prohibited Personnel Practices can be reviewed at <https://www.mspb.gov/meritsystemsprinciples.htm> and <https://www.mspb.gov/ppp/ppp.htm>. This information provides the framework for ensuring that federal employees are hired, managed, trained, and rewarded based on merit factors. Supervisors who commit a prohibited personnel practice may be subject to disciplinary action.

c. Review Resumes - The first and most important factor for the hiring official to consider is the applicant's possession of critical skills, competencies, knowledge and specific experience related to the position. The hiring official should determine resume rating criteria. See appendix E for an example.

d. Conduct Interviews - Interviews are strongly encouraged because this is an opportunity to gather additional information from the applicant since the resume is only a brief description of the individual's background. Interviews can be especially useful in evaluating such skills as oral communication and interpersonal skills that are not otherwise easily measured in writing. They provide candidates the opportunity to market or expand upon their education, experience, etc., and management the opportunity to provide additional information about the position and the organization. Interviews and interview panels are required for all positions that directly report to the GC, DCG, or CoS and all ID-R Directorate positions. Appendix F, provides supervisors with information and recommendations, which, if followed, will result in valid and effective interviews.

e. Check References - After reviewing the resume and conducting an interview, the hiring official 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. During the interview process, each candidate should be informed that references and/or current and previous supervisors will be contacted. Appendix G provides sample reference check questions.

f. Make the Selection and Return Referral List/Certificate –The hiring official should record the selection and at least one alternate in USA Staffing and send it to the CPAC. The selecting official must maintain all documentation related to the selection for at least three years,

g. Job offer and Entry on Duty Date – The CPAC will notify selected candidates and make job offers. Once all conditions of employment are complete, the CPAC will coordinate a release date/entry on duty date. Typically promotions are effective one full pay period after conditions of employment are complete and lateral appointments are effective two full pay periods after conditions of employment are complete. Employees PCSing may be allotted 30-45 days. Selectees, gaining and losing organizations may negotiate shorter or longer release dates.

Appendix A – OPM Hiring Timeline

Hiring Process Action	Owner	Maximum Calendar Days
Recruitment		10
- Validate Need	Selecting Official	1
- Request Personnel Action	Selecting Official	1
- Review and Update Position Description*	CPAC/Selecting Official	1
- Confirm Job Analysis and Assessment/Develop Strategy	CPAC/Selecting Official	5
- Create and Post Job Opportunity Announcement	CPAC/Selecting Official	2
Vacancy Announcement Open		10
Rating, Ranking and Certificate Delivery		16
- Evaluate Applications	CPAC	15
- Issue Certificate and Notify Applicants	CPAC	1
Selection Process		15
- Review Resumes	Selecting Official	
- Conduct Interviews	Selecting Official	
- Check References	Selecting Official	
- Select and Return Certificate	Selecting Official	
Extend Job Offer(s)		15
- Tentative Job Offer and Acceptance	CPAC	3
- Initiate Security Check	CPAC	10
- Official Offer and Acceptance	CPAC	2
Entry on Duty		14
Total		80

*New position descriptions require a classification process which takes 2-4 weeks.

Appendix B

MERIT PROMOTION COMMON AREAS OF CONSIDERATION	
All Current Federal Employee	Current permanent federal employees
Reinstatement Eligible (former permanent Federal civilian employee)	<p>A former Federal employee in the competitive service who previously attained career status and held the grade of the position being filled (or equivalent), or</p> <p>A former employee with veterans' preference who previously attained career-conditional status and held the grade of the position being filled (or equivalent), or</p> <p>A former Federal career-conditional employee in the competitive service without veterans' preference who separated from Government service within the past three years and held the grade of the position being filled (or equivalent).</p>
Veterans' Employment Opportunity Act Eligible (VEOA)	<p>A preference eligible, or</p> <p>A veteran who separated from the armed forces after 3 or more years of continuous active service performed under honorable conditions</p>
30% or More Disabled Veteran	<p>Retired from active military service with a disability rating of 30% or more; or</p> <p>Received a rating from the Department of Veterans Affairs (VA) dated 1991 or later to include disability determinations from a branch of the Armed Forces at any time, as having a compensable service-connected disability of 30% or more.</p>
Veteran's Recruitment Authority (VRA)	<p>Served during a war or is in receipt of a campaign badge for service in a campaign or expedition; OR is a disabled veteran, OR is in receipt of an Armed Forces Service Medal (includes the Global War on Terrorism Service Medal) for participation in a military operation, OR is a recently separated veteran (within 3 years of discharge), AND separated under honorable conditions (this means an honorable or general discharge).</p>
Persons with Disabilities	<p>An individual with intellectual disability, a severe physical disability, or a psychiatric disability which has been certified by a licensed medical professional, vocational rehabilitation specialist or any other Federal, State or District of Columbia agency that issues or provides disability benefits.</p>

Executive Order 12721 Eligible	An individual who worked overseas as an appropriated Fund Federal employee while a family member of a civilian, non-appropriated fund, or uniformed service member serving overseas for an accumulated total of 52 weeks and received a fully successful (pass) or better performance appraisal. This appointment eligibility is effective for a period of three years following the date of return from overseas to the United States to reassume residence.
Military Spouse under Executive Order 13473	<p>A spouse of a member of the armed forces serving on active duty who has orders specifying a permanent change of station (not for training). or</p> <p>A spouse of a 100 percent disabled service member injured while on active duty; or</p> <p>An un-remarried widow or widower of a service member who was killed while performing active duty.</p>
Interchange Agreement	<p>An employee covered by an interchange agreement. Eligibility requirements are explained at the following website:</p> <p>https://www.opm.gov/policy-data-oversight/hiring-information/competitive-hiring/#url=Types-of-Appointments</p>

**Competitive Service Direct and Expedited Hiring
Authority Matrix July 2020**

#	Hiring Authority	Basic criteria to use authority	Expiration Date	Governing Guidance	Hiring Authority Criteria and Highlights	Public Notice	Veterans Preference	Priority Consideration Programs	Allocations Current period	Reporting Requirements
Expedited Hiring Authorities										
1	EHA for Certain Defense Acquisition Workforce Positions	Position must be designated as DAWIA in specific career categories	Indefinite	<ul style="list-style-type: none">• 10 U.S.C. 1705(f)• P.L. 112-239, Section 803• USD (AT&L) and USD (P&R) memorandum "Direct Hire Authority for Certain Personnel of the Department Defense" dated 2 April 2020••	<ul style="list-style-type: none">• Positions must be DAWIA in the following Career Categories:<ul style="list-style-type: none">-- Auditing-- Business-Financial Mgmt.-- Engineering-- Information Technology-- Production, Quality & Manufacturing-- Program Management-- Test & Evaluation• Entry-, mid-, and higher-level grades (through GS-15 (and equivalent))• Temp, Term, or Permanent; Competitive Service• Name Request of candidate is authorized and does not need to apply to announcement, except when:<ul style="list-style-type: none">-- Position is ACWA; or-- Mgmt. requests a referral list to consider other candidates	Yes; USAJobs	Veterans preference (VP) considered only when a referral list is issued. All vets treated equally, no order of ranking. Qualified candidates with VP are considered when they are found to best meet mission requirements. Justification required for non-selection of VP eligible from a referral list. CPAC makes final determination.	PPP - Yes ICTAP - Yes RPL - Yes	Unlimited	Quarterly Reports (fiscal) due 15th of the month Jan, April, July, Oct As outlined in the OUSD memo, reports shall include: <ul style="list-style-type: none">- Usage of EHA- Incentives used- Effectiveness of EHA- # Veterans Hired- Certain Demographics
2	EHA for Certain Health Care Occupations	Position must be one of 38 targeted healthcare positions	September 30, 2025	<ul style="list-style-type: none">• 10 U.S.C. 1599c• P.L. 113-66, Section 1109• USD (P&R) memorandum and procedures, "Direct Hire Authority for Certain Personnel of the Department Defense" dated 2 April 2020	<ul style="list-style-type: none">• Positions must be in one of 38 targeted healthcare occupational series<ul style="list-style-type: none">0180 Psychologist0181 Psychology Aid and Technician0185 Social Worker0186 Social Services Aid and Assistant0601 General Health Science (Chiropractor) (Cytotechnologist)0602 Medical Officer / Physician0603 Physician Assistant0610 Nurse0620 Practical Nurse0621 Nursing Assistant0630 Dietitian and Nutritionist0631 Occupational Therapist0633 Physical Therapist0636 Rehabilitation Therapy Assistant0640 Emergency Medical Technician / Paramedic0642 Nuclear Medicine Technician0644 Medical Technologist0645 Medical Technician0648 Therapeutic Radiologic Technologist0649 Medical Instrument Technician0651 Respiratory Therapist0660 Pharmacist0661 Pharmacy Technician0662 Optometrist0665 Speech Pathologist and Audiologist0667 Orthotist and Prosthetist0668 Podiatrist0669 Medical Records Administrator0671 Health System Specialist0675 Medical Records Technician0680 Dental Officer / Dentist0681 Dental Assistant (Expanded-function Dental Auxiliaries)0682 Dental Hygienist0683 Dental Laboratory Aid and Technician0690 Industrial Hygienist0701 Veterinarian• Positions in grades GS-15 and below (or equivalent)• Temp, Term, or Permanent; Competitive Service	Yes; USAJobs	Provisions of 5 CFR 302 apply. Applicants with veteran's preference should be selected if equally qualified as any non-preference eligible. Management may non-select a preference eligible so long as the provisions listed above are met. Justification to non-select a preference eligible is required.	PPP - Yes ICTAP - Yes RPL - Yes	Unlimited	Annual Report (fiscal) due 15th of October As outlined in the OUSD memo, report shall include: <ul style="list-style-type: none">- Usage of EHA- Incentives used- Effectiveness of EHA- Documentation for the non-selection of veterans

**Competitive Service Direct and Expedited Hiring
Authority Matrix July 2020**

#	Hiring Authority	Basic criteria to use authority	Expiration Date	Governing Guidance	Hiring Authority Criteria and Highlights	Public Notice	Veterans Preference	Priority Consideration Programs	Allocations Current period	Reporting Requirements
DoD Direct Hiring Authorities										
3	DHA for Select Technical Acquisition Positions for Veteran Candidates	1. Positions must be STEM; and 2. Position must be designated as DAWIA in specific career categories; and 3. Selectee must be a veteran	September 25, 2025	<ul style="list-style-type: none"> 10 U.S.C. 1701 Subchapter I P.L. 114-92 Section 1112 OUSD (P&R) memorandum "Direct Hire Authority for Certain Personnel of the Department Defense" dated 2 April 2020 DCoS G1 memo, "Direct Hire Authority for Select Technical Expert Acquisition Positions Implementation Guidance," June 7, 2018 	<ul style="list-style-type: none"> Positions must be Scientific, Technical, Engineering, Mathematic, including Technician occupations Positions must be DAWIA in the following Career Categories: <ul style="list-style-type: none"> Engineering Facilities Engineering Information Technology Production, Quality & Manufacturing Program Management Science & Technology Management Test & Evaluation Candidates must be a veteran; defined in Section 101 of title 38, U.S.C. GS-5 through 15 grade-levels (or equivalent) Temp, term, and permanent; Competitive Service 	No	No	PPP - No, Waived ICTAP - No RPL - No	<p>Issued by DA for Calendar Year</p> <p>Refer to allocationsmemo for Commands</p> <p>Limited to 1% of the acquisition workforce as of the close of the prior FY</p>	<p>Annual Report (calendar) due 15th of January</p> <p>As outlined in the DCoS G1 memo, report shall include:</p> <ul style="list-style-type: none"> - Usage of DHA - Outreach Efforts - Effectiveness of DHA
4	DHA for Select Technical Acquisition Positions for S&E Degreed Candidates	1. Positions must be Scientific or Engineering; and 2. Position must be designated as DAWIA in specific career categories; and 3. Selectee must have an S&E Degree	December 31, 2020	<ul style="list-style-type: none"> 10 U.S.C. 1701 Subchapter I P.L. 114-92 Section 1113 OUSD (P&R) memorandum and procedures, "Direct-Hire Authorities for Select Technical Acquisition Positions," December 5, 2016 DCoS G1 memo, "Direct Hire Authority for Select Technical Expert Acquisition Positions Implementation Guidance," June 7, 2018 	<ul style="list-style-type: none"> Positions must be Scientific or Engineering occupations Positions must be DAWIA in the following Career Categories: <ul style="list-style-type: none"> Engineering Facilities Engineering Information Technology Production, Quality & Manufacturing Program Management Science & Technology Management Test & Evaluation Candidates must have a scientific or engineering degree GS-5 through 15 levels (or equivalent) Temp, term, and permanent Candidates must have a S&E degree 	No	No	PPP - No, Waived ICTAP - No RPL - No	<p>Issued by DA for Calendar Year</p> <p>Refer to allocationsmemo for Commands</p> <p>Limited to 5% of the S&E acquisition workforce as of the close of the prior FY</p>	<p>Annual Report (fiscal) due 15th of October</p> <p>As outlined in the OUSD memo, report shall include:</p> <ul style="list-style-type: none"> - Usage of DHA (<i>appointed, converted, separated</i>) - Outreach Efforts - Assigned mentors (<i>if requested</i>)
5	DHA for Post-Secondary Students and Recent Graduates (may be counted as 2 authorities: 1 for Post-Secondary Students (PSS) and 1 for Recent Graduates (RG))	1. Position must be a Professional or Administrative occupation; and 2. Selectee must be a current student; or 3. Selectee must be a recent graduate (within last 2 years)	September 30, 2021	<ul style="list-style-type: none"> 10 U.S.C. 1580 P.L. 114-328, Section 1106 USD (P&R) memorandum, "Direct-Hire Authority for the Department of Defense for Post-Secondary Students and Recent Graduates," February 6, 2017 DCoS G1 memo, "Direct Hire Authority for Post-Secondary Students and recent Graduates Implementing Guidance," August 17, 2017 	<ul style="list-style-type: none"> Administrative and professional positions GS-11 and below (or equivalent) Post-secondary students are hired via term appointment with noncompetitive conversion eligibility to permanent upon completion of degree requirements Post-secondary students must sign participant agreement / adhere to program requirements Recent graduates hired via permanent appointment 	Yes; Public Advertisement *USAJobs not required	No	PPP - No, Waived ICTAP - No RPL - No	<p>Issued by DA for the Fiscal Year</p> <p>Refer to allocationsmemo for Commands</p> <p>Limited to 25% of total competitive hires DoD-wide during the previous FY</p>	<p>Annual Report (fiscal) due 15th of October</p> <p>As outlined in the OUSD memo, report shall include:</p> <ul style="list-style-type: none"> - Usage of DHA (<i>appointed, converted, separated</i>) - Outreach Efforts - Assigned mentors (<i>if requested</i>)


**Competitive Service Direct and Expedited Hiring
Authority Matrix July 2020**

#	Hiring Authority	Basic criteria to use authority	Expiration Date	Governing Guidance	Hiring Authority Criteria and Highlights	Public Notice	Veterans Preference	Priority Consideration Programs	Allocations Current period	Reporting Requirements
DoD Direct Hiring Authorities, cont.										
6	DHA for Financial Management Experts in the DoD Workforce	Position must be in a financial management occupation	September 30, 2025	<ul style="list-style-type: none">10 U.S.C. 1580P.L. 114-328, Section 1110USD (P&R) memorandum, "Direct Hire Authority for Certain Personnel of the Department Defense" dated 2 April 2020DCoS G1 memo, "Direct Hire Authority for Financial Management Experts in the DoD Implementation Guidance," October 25, 2017	<ul style="list-style-type: none">Candidates must possess a finance, accounting, management, or actuarial science degree, OR related degree OR ExperiencePositions in 5xx occupations and non-5xx occupations which are financial management in natureGS-5 through 15 levels (or equivalent)Temp, term, and permanent	No	No	PPP - Yes, Modified ICTAP - No RPL - No	Issued by DA for Calendar Year Refer to allocationsmemo for Commands Limited to 10% of the FM workforce as of the close of the prior FY	Quarterly Reports (fiscal) due 15th of the month as directed by the DoD Comptroller Jan, April, July, Oct As outlined in the OUSD memo, report shall include: <ul style="list-style-type: none">- Usage of DHA- # Veterans Hired- Incentives used- Effectiveness of DHA- Narrative on meeting critical skill shortages
7	DHA for Domestic Defense Industrial Base Facilities and the Major Range and Test Facilities Base in the DoD	Position must be at an Army designated depot or arsenal	September 30, 2021	<ul style="list-style-type: none">10 U.S.C. 1580; P.L. 114-328, SEC. 1125(a)(c)USD (P&R) memorandum, "Temporary Direct-Hire Authority for Domestic Defense Industrial Base Facilities and the Major Range and Test Facilities Base in the Department of Defense implementation procedures," June 1, 2017DCoS G1 memo, "Temporary Direct Hire Authority for Domestic Defense Industrial Base Facilities and the Major Range and Test Facilities Bases in the DoD Implementation Guidance," September 12, 2017	<ul style="list-style-type: none">Appoint qualified candidates at any Domestic DIB Facility or MRTFB.GS or FWS, up to GS-15 (or equivalent)Temp, term, and permanent <p>Authorized Geographic locations:</p> <div><ul style="list-style-type: none">Anniston Army DepotAnniston Munitions CenterCorpus Christi Army DepotBlue Grass Army DepotCrane Army Ammunition ActivityHawthorne Army DepotHolston Army Ammunition PlantIowa Army Ammunition PlantJoint Systems Manufacturing CenterLake City Army Ammunition PlantLetterkenny Army Depot & Munitions Center<ul style="list-style-type: none">McAlester Army Ammunition PlantMilan Army Ammunition PlantPine Bluff ArsenalRadford Army Ammunition PlantRed River Army DepotRock Island ArsenalScranton Army Ammunition PlantSierra Army DepotTobyhanna Army DepotTooele Army DepotWatervliet Arsenal</div>	No	No	PPP - Yes, Modified ICTAP - No RPL - No	Unlimited	Annual Report (fiscal) due 15th of October As outlined in the DCoS memo, report shall include: <ul style="list-style-type: none">- Usage of DHA- # Veterans Hired- Incentives used- Effectiveness of DHA

Competitive Service Direct and Expedited Hiring
Authority Matrix July 2020

#	Hiring Authority	Basic criteria to use authority	Expiration Date	Governing Guidance	Hiring Authority Criteria and Highlights	Public Notice	Veterans Preference	Priority Consideration Programs	Allocations Current period	Reporting Requirements
DoD Direct Hiring Authorities, cont.										
8	DHA for Cyber Workforce Positions	Must be a core cyber position or a designated tier 1 or 2 cyber position and must be coded as cyber in accordance with the NICE Framework and DoD Coding guidance	Until full implementation of Cyber Excepted Service Personnel System (section 1599f of title 10, U.S.C.)	<ul style="list-style-type: none">10 U.S.C. 1599; P.L. 114-328, SEC. 1643USD (P&R) memorandum, "Direct Hire Authority for Certain Personnel of the Department Defense" dated 2 April 2020DCPAS Frequently Ask Questions (FAQs), dated December 2017AG-1 CP Message # 2017127, Implementation Procedures for Direct Hire Authority for Cyber Workforce Positions dated 24 October 2017	<ul style="list-style-type: none">Appointment of qualified individuals into Cyber WorkforceSpecific cyber-coded occupational series<ul style="list-style-type: none">0391 Telecommunications0801 General Engineering0850 Electrical Engineering1101 General Business and Industry0854 Computer Engineering1515 Operations Research0855 Electronics Engineering1520 Mathematics0856 Electronics Technician1701 General Education1550 Computer Science1712 Training Instructor2210 IT Management1801 General Inspection, Investigation, Enforcement & Compliance0080 Security Admin1805 Investigative Analysis0201 Human Resources1805 Investigative Analysis0301 Misc. Administration1811 Criminal Investigation0340 Program Management0343 Management and Program AnalysisUp to GS-15 level (or equivalent)Temp, term, and permanentPositions must meet the definition of cyber workforce and be anticipated to become part of the cyber excepted service. (Refer to FAQs for additional information)	Yes; USAJobs	No	PPP - Yes ICTAP - No RPL - No	Unlimited	Annual Report (calendar) due 15th of January As outlined in the AG-1 CP message report shall include: <ul style="list-style-type: none">Usage of DHAEffectiveness of DHA
9		Position must be at a Maintenance Activity	September 30, 2025	<ul style="list-style-type: none">5 U.S.C. 9905P.L. 115-232, SEC 1101OUSD (P&R) memorandum, "Direct Hire Authority for Certain Personnel of the Department Defense" dated 2 April 2020	<ul style="list-style-type: none">Positions must be located at a Defense maintenance activity performing duties such as maintenance and/or repair of weapons systems, hardware, equipment, software, installation infrastructure, or any combination thereof, including depot-level maintenance.GS or FWS, up to GS-15 (or equivalent)Temp, term, and permanent	No	No	PPP - Yes, Modified ICTAP - No RPL - No	Unlimited	No specific reporting requirements. DoD and DA may request information on the use of these authorities. Anticipate annual reporting to include: <ul style="list-style-type: none">Usage of DHAEffectiveness of DHA
10		Positions must be involved in Cyber Security			<ul style="list-style-type: none">Positions must be involved with Cybersecurity as defined in DoDD 8140.01 (<i>DoDI 8500.01</i>) which involve securing, defending, and preserving data, networks, netcentric capabilities, and other designated systems by ensuring appropriate security controls and measures are in place, and taking internal defense action.GS or FWS, up to GS-15 (or equivalent)Temp, term, and permanent	No	No	PPP - Yes, Modified ICTAP - No RPL - No	Unlimited	
11		Position must be in the Acquisition Workforce managing Contracts			<ul style="list-style-type: none">Positions in the Acquisition Workforce that are responsible for managing any services contracts necessary to the operation and maintenance of programs of the DepartmentGS or FWS, up to GS-15 (or equivalent)Temp, term, and permanent	No	No	PPP - Yes, Modified ICTAP - No RPL - No	Unlimited	
12		Positions must be in Science, Technology and Engineering fields			<ul style="list-style-type: none">Positions in science, technology, or engineering, including any such position at the Major Range and Test Facilities Bases, in order to allow development of new systems and provide for the maintenance of legacy systems.GS or FWS, up to GS-15 (or equivalent)Temp, term, and permanent	No	No	PPP - Yes, Modified ICTAP - No RPL - No	Unlimited	

Competitive Service Direct and Expedited Hiring
Authority Matrix July 2020

#	Hiring Authority	Basic criteria to use authority	Expiration Date	Governing Guidance	Hiring Authority Criteria and Highlights	Public Notice	Veterans Preference	Priority Consideration Programs	Allocations Current period	Reporting Requirements
DoD Direct Hiring Authorities, cont.										
13	Noncompetitive Temporary and Term Appointments To Meet Critical Hiring Needs in the Department of Defense	Position must be temporary or term to meet a critical hiring need	Indefinite	<ul style="list-style-type: none">10 U.S.C 1580;P.L. 114-328, SEC. 1105(b)OSD memorandum, "Noncompetitive Temporary and Term Appointments To Meet Critical Hiring Needs in the Department of Defense," July 14, 2017	<ul style="list-style-type: none">Appointments are limited to a maximum of 18 monthsProvides no provision for extension or conversionMay be used for any occupation, any pay plan, up to GS-15 (or equivalent)Temp and term appointments	No	No	PPP - Yes ICTAP - No RPL - No	Unlimited	No specific reporting requirements. DoD and DA may request information on the use of these authorities. Anticipate annual reporting to include: <ul style="list-style-type: none">Usage of DHAEffectiveness of DHA
14	DHA for Personnel to Assist in Business Transformation and Management Innovation	Position must involve with assisting and facilitating the efforts of the Department in business transformation and management innovation	September 30, 2025	<ul style="list-style-type: none">P.L. 115-91, SEC. 1101OUSD (P&R) memorandum, "Direct Hire Authority for Certain Personnel of the Department Defense" dated 2 April 2020	<ul style="list-style-type: none">Appointments are limited to a TERM appointmentAppointees must have a management or business background, experience working with large or complex organizations, AND expertise in management and organizational change, data analytics, or business process design.May be used for any occupation, any pay plan, up to GS-15 (or equivalent)Usage requires written justification to higher HQ and DoD approval	No	No	PPP - Yes, Modified ICTAP - No RPL - No	10, DoD-wide	Annual Report (calendar) due 15th of July As outlined in the OUSD1 memo, report shall include: <ul style="list-style-type: none">Number of allocations usedEffectiveness of DHAFuture utilizationDHA modification suggestions
15	 DHA for Police Officers	Position must be a Police Officer. GS-5 through 9 only	September 29, 2021	<ul style="list-style-type: none">5 USC § 99025 USC § 33045 CFR § 337, Subpart BOUSD (P&R) memorandum, "Approval of Temporary Direct Hire Authority for the DoD for Police Officers," dated 30 September 2019.DA memorandum, "Implementation Guidance - Use of Government-wide Direct Hire Authorities," dated 15 July 2015.DoD memorandum, "Implementation of Direct-Hire Authority for Shortage Category and/or Critical Need Positions," dated 6 June 2017.	<ul style="list-style-type: none">Positions covered: GS-5 through GS-9 (or equivalent)Police Officer, occupational series 0083 ONLYWorldwideTemp, term, and permanent	Yes; USAJobs	No	PPP - Yes ICTAP - Yes RPL - Yes	Unlimited	No specific reporting requirements. DoD and DA may request information on the use of these authorities and will periodically assess the use for continued need of these authorities.

**Competitive Service Direct and Expedited Hiring
Authority Matrix July 2020**

#	Hiring Authority	Basic criteria to use authority	Expiration Date	Governing Guidance	Hiring Authority Criteria and Highlights	Public Notice	Veterans Preference	Priority Consideration Programs	Allocations Current period	Reporting Requirements
OPM Direct Hiring Authorities										
16	OPM DHA for Medical Occupations	Position must be in a covered medical profession	Indefinite	<ul style="list-style-type: none">• 5 USC § 3304• 5 CFR § 337, Subpart B• GW-001, issued 6/20/03	<ul style="list-style-type: none">• Positions covered:<ul style="list-style-type: none">Diagnostic Radiologic Tech GS-0647Medical Officer GS-0602Nurse GS-0610 and 0620Pharmacist GS-0660• Temporary, term, and permanent	Yes; USAJobs	No	PPP - Yes ICTAP - Yes RPL - Yes	Unlimited	No specific OPM reporting requirements. OPM may request information on the use of these authorities and will periodically assess the use for continued need of these authorities.
17	OPM DHA for Information Technology Management (Information Security)	Position must be IT (InfoSec) positions at GS-9 grade level and above	Indefinite	<ul style="list-style-type: none">• 5 USC § 3304• 5 CFR § 337, Subpart B• GW-002, issued 6/20/03	<ul style="list-style-type: none">• Positions covered: GS-2210-09 & above• (INFOSEC) parenthetical positions only• Temporary, term and permanent	Yes; USAJobs	No	PPP - Yes ICTAP - Yes RPL - Yes	Unlimited	
18	OPM DHA for Veterinary Medical Officers	VMO positions at GS-11 grade level and above	Indefinite	<ul style="list-style-type: none">• 5 USC § 3304• 5 CFR § 337, Subpart B• GW-006, issued 2/12/09	<ul style="list-style-type: none">• Positions covered: GS-0701-11 through 15• Temporary, term and permanent	Yes; USAJobs	No	PPP - Yes ICTAP - Yes RPL - Yes	Unlimited	
19	OPM DHA for Scientific, Technical, Engineering, and Mathematics (STEM) Occupations	Certain STEM positions at GS-11 grade level and above	October 10, 2023	<ul style="list-style-type: none">• 5 USC § 3304• 5 CFR § 337, Subpart B• GW-007, issued 10/11/18	<ul style="list-style-type: none">• Positions covered: GS-11 through 15 (or equivalent)• Temporary, term and permanent• Positions covered:<ul style="list-style-type: none">Economist GS-0110Biological Science GS-0401Fishery Biologist GS-0482General Engineer GS-0801Civil Engineer GS-0810Physical Sciences GS-1301,1306,1310, and 1320Actuary GS-1510Mathematics, GS-1520Mathematical Statistician and Statistician GS-1529 and 1530Acquisitions GS-1102	Yes; USAJobs	No	PPP - Yes ICTAP - Yes RPL - Yes	Unlimited	
20	OPM DHA for Cybersecurity Positions	Certain Cyber positions at GS-11 grade level and above	Indefinite	<ul style="list-style-type: none">• 5 USC § 3304• 5 CFR § 337, Subpart B• GW-008, issued 10/11/18	<ul style="list-style-type: none">• Positions covered: GS-12 through 15 (or equivalent)• Temporary, term and permanent• Positions covered:<ul style="list-style-type: none">Computer Engineers (Cybersecurity) GS-0854Computer Scientists (Cybersecurity) GS-1550Electronics Engineers (Cybersecurity) GS-0855IT Cybersecurity Specialist GS-2210• Positions filled in the 2210 occupational series:<ul style="list-style-type: none">-- Must have IT knowledge and IT competencies;-- Must be coded to include cybersecurity functions as required by the job codes in the: Guide to Data Standards and the NICE Cybersecurity Workforce Framework of 2017; and-- Cybersecurity work must be performed the majority of the time	Yes; USAJobs	No	PPP - Yes ICTAP - Yes RPL - Yes	Unlimited	

Competitive Service Direct and Expedited Hiring
Authority Matrix July 2020

#	Hiring Authority	Basic criteria to use authority	Expiration Date	Governing Guidance	Hiring Authority Criteria and Highlights	Public Notice	Veterans Preference	Priority Consideration Programs	Allocations Current period	Reporting Requirements
STRL Direct Hiring Authorities										
21	DHA for Students at Science and Technology Reinvention Labs	Positions must be in a designated STRL, in a STEM occupation	Indefinite	<ul style="list-style-type: none">• NDAA FY15, § 1105• NDAA FY16, §1104• Federal Register Vol 82, No. 123, 6/28/17	<ul style="list-style-type: none">• Positions in Scientific and Engineering (S&E) occupations• Student must be enrolled in a Scientific or Engineering Program leading to a Bachelor's or Advanced degree in a STEM course of study• Temporary or term	No	No	PPP - Yes ICTAP - No RPL - No	CY based; STRL determines Limited to 10% of the total S&E workforce	Commands will provide information and data on the use of these authorities including: <ul style="list-style-type: none">- numerical limitations,- # hires made and declinations,- # veterans hired,- difficulties encountered, and- recognized efficiencies When requested by the SECDEF, SECARMY, Assistant SECDEF (Research & Engineering), or DASD (CPP).
22	DHA for Advanced Degree Candidates at Science and Technology Reinvention Labs		Indefinite	<ul style="list-style-type: none">• NDAA FY09 §1108• NDAA FY11 §1101• NDAA FY12 §1103• NDAA FY16, §1104• 5 USC §9902(c)(2)• 5 USC §3303, 3325 and 3328• Federal Register Vol. 79, No. 144, dated July 28, 2014	<ul style="list-style-type: none">• Professional positions in Scientific and Engineering occupations• Candidates must possess an Advanced degree• Temporary, term and permanent	No	No	PPP - Yes ICTAP - No RPL - No	CY based; STRL determines Limited to 5% of the total S&E workforce	
23	DHA for Bachelor Degree Candidates at Science and Technology Reinvention Labs		Indefinite	<ul style="list-style-type: none">• NDAA FY14 §1107• NDAA FY16, §1104• Federal Register Vol. 79, No. 144, dated July 28, 2014	<ul style="list-style-type: none">• Professional positions in Scientific and Engineering• Candidates must possess a Bachelor's degree• Temporary, term and permanent	No	No	PPP - Yes ICTAP - No RPL - No	CY based; STRL determines Limited to 6% of the total S&E workforce	
24	DHA for Veteran Candidates at Science and Technology Reinvention Labs		Indefinite	<ul style="list-style-type: none">• NDAA FY14 §1107• NDAA FY16, §1104• Federal Register Vol. 79, No. 144, dated July 28, 2014	<ul style="list-style-type: none">• Professional positions in STEM occupations• Candidates must be a veteran as defined by Section 101 of title 38, U.S.C.• Temporary, term and permanent	No	No	PPP - Yes ICTAP - No RPL - No	CY based; STRL determines Limited to 3% of the total STEM positions	

Competitive Service Direct and Expedited Hiring
Authority Matrix July 2020

#	Hiring Authority	Basic criteria to use authority	Expiration Date	Governing Guidance	Hiring Authority Criteria and Highlights	Public Notice	Veterans Preference	Priority Consideration Programs	Allocations Current period	Reporting Requirements
Acquisition Demo Direct Hiring Authorities										
25	DHA for Acquisition Demo - Business and Tech Mgmt.	Positions must be in the Acquisition Demonstration Project	Indefinite	<ul style="list-style-type: none">Federal Register Vol. 82, No. 216, dated November 9, 2017DoD Civilian Acquisition Workforce Personnel Demonstration Project Operations Guide, dated March 5, 2018	<ul style="list-style-type: none">Candidates must possess a Bachelor's degree or higherAcquisition positions in critical career fieldsNH career path	No	Qualified candidates with veterans' preference should be considered for appointments when they are found to best meet mission requirements	PPP - Yes ICTAP - No RPL - No	Unlimited	Commands will provide information and data on the use of these authorities when requested by the AcqDemo Program Office or as prescribed by the Secretary. Oversight is by Executive Council (Internal) or USD (AT&L)/HCI; and DASD(CPP) (External)
26	DHA for Acquisition Demo - Vet Business and Tech Mgmt.		Indefinite	<ul style="list-style-type: none">Federal Register Vol. 82, No. 216, dated November 9, 2017DoD Civilian Acquisition Workforce Personnel Demonstration Project Operations Guide, dated March 5, 2018	<ul style="list-style-type: none">Candidates must be a veteran as defined by Section 101 of title 38, U.S.C.Acquisition positions in critical career fieldsNH or NJ career path	No		PPP - Yes ICTAP - No RPL - No	Unlimited	
27	DHA for Acquisition Demo - Scholastic Achievement		Indefinite	<ul style="list-style-type: none">Federal Register Vol. 82, No. 216, dated November 9, 2017DoD Civilian Acquisition Workforce Personnel Demonstration Project Operations Guide, dated March 5, 2018	<ul style="list-style-type: none">Candidates may be appointed to acquisition positions which have positive education requirementsCandidates must have a Bachelor's degree in a course of study required by the qualification standards for the position OR a degree that provides the knowledge, skills, and competencies that are directly related to the acquisition position requirements for a critical career field, plus any selective factors, quality ranking factors, and/or DAWIA certificationNH II and NH III career pathCumulative GPA of 3.25 or better (3.5 for NH III career oath)Permanent or term positions	No		PPP - Yes ICTAP - No RPL - No	Unlimited	
28	DHA for Acquisition Demo - Student Intern		Indefinite	<ul style="list-style-type: none">Federal Register Vol. 82, No. 216, dated November 9, 2017DoD Civilian Acquisition Workforce Personnel Demonstration Project Operations Guide, dated March 5, 2018	<ul style="list-style-type: none">Candidates enrolled in an undergraduate or graduate level institution of higher education leading to either a Bachelor's degree in a course of study required by the qualification standards for the position OR a degree that provides the knowledge, skills, and competencies that are directly related to the acquisition position requirements in critical career fields.	No		PPP - Yes ICTAP - No RPL - No	Unlimited	

INSTALLATION MANAGEMENT COMMAND (IMCOM) HIRING REQUEST FORM		Tracking Number: <div></div>	
For use of this form see IMCOM OPORD 13-077, 182312Z JAN 13, the proponent is G1		Unit Identification Code (UIC): <div></div>	Add Attachment
Section I - Unit information			
1. Organization (Garrison/Region/HQ/AEC): <div></div>		2. Organization (UIC) Functional POC: <div></div>	
3. Organization (UIC) Administrative POC: <div></div>			
Section II - Position information			
4. Position Title/Series/Grade: <div></div>		5. Salary Range: <div></div>	
6. PCS Requested: <div></div>			
7. Number Requested: <div></div>		8. CPO ID/PD #: <div></div>	
9. Type of Appointment Requested: <div></div>			
10. TDA Paragraph and Line Number: <div></div>		11. AMSCO: (e.g. 131034AO) <div></div>	
12. Funding Source to be used: <div></div>			
13. MDEP: (e.g. QMIS, QNMG) <div></div>		14. Vice Name: <div></div>	
15. Recruitment Source: <div></div>			
16. New Position: <div></div>		17. Vice Has Return Rights: <div></div>	
18. Over-Hire: <div></div>			
18. TDA Used: <div></div>			
Section III - Justification			
22. This justification must explain impact if not approved, reason for mission failure or critical skills gap if not approved. Explain how the work is being performed currently, why work cannot be distributed among other staff. If overtime is being used list the total number of hours and duration. In addition, identify funding impact.			
<div></div>			
Section IV - Certification			
23. IOL POC's Signature: With this signature you are certifying that IOL has been reviewed for this request and IOL has been updated to confirm a valid vacancy or a pending loss with the date of departure annotated within IOL. <div></div>		24. Date Signed: <div></div>	
25. Director's Signature: With this signature you are certifying that all surplus employees have been reviewed and considered for placement in this position to include modifications of qualifications, re-training and that the currently used FY PBG target and strength has been considered prior to submitting this request. <div></div>		26. Date Signed: <div></div>	
27. Authorized Approval Authority's Signature: This signature is validating and approving this request. <div></div>		28. Date Signed: <div></div>	



DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT BLISS
1741 MARSHALL ROAD
FORT BLISS, TX 79916-3803

MEMORANDUM FOR Screening/Interview Panel Members

SUBJECT: Maintaining Confidentiality of Screening/Interview Process

1. As a member of the screening Interview Panel for the vacant _____, you will have access to confidential information. The entire screening/interview process is considered to be confidential in nature, including any materials, ratings, questions/responses, comments and discussions, and recommendations made in connection with this hiring action.
2. Because of the confidentiality and sensitivity of the screening/interview process, you have a responsibility not to discuss or disclose any information relating to the screening/interviews to persons or parties who are not authorized to be privy to such information.
3. By signing the acknowledgement below, you are conveying your full cooperation and agreement to keep all matters relating to this screening/interview process confidential.
4. Point of contact for this memorandum is the undersigned at _____
or _____.

Acknowledgement:

As a member of this screening/interview panel, I agree to keep confidential all matters relating to the screening/interview process. I further agree not to discuss or disclose any information about the screening/interview process itself, the applicants, their ratings, or discussions and recommendations made during the hiring process with persons or parties who are not authorized to be privy to such information.

Signature of Panel Member

Date

RESUME REVIEW MATRIX

Title/Series
Panel Member:
Panel Member Title/GR:

Category	Criteria	Points (Max 70)	Applicant 1	Applicant 2	Applicant 3	Applicant 4	Applicant 5
Work Experience	Supervisory experience	(1-5 pts)					
	Administrative services policies and procedures	(1-5 pts)					
	Implementing local SOPs	(1-5 pts)					
	Processing and distributing mail	(1-5 pts)					
	Records reproduction and records holding	(1-5 pts)					
	Preparing transmittal letters	(1-5 pts)					
	FOIA	(1-5 pts)					
	Preparation and processing of reports	(1-5 pts)					
Education	Masters-5 pts Bachelors-3-4 pts	(1-5 pts)					
	CES Intermediate or equivalent	(1-5 pts)					
Training	Related training	(1-5 pts)					
Awards/ Recognition	Achievement, Commander's or other performance awards	(1-5 pts)					
	Other awards-monetary, QSI, on-the-spot, time off, etc.	(1-5 pts)					
Technical Skills	Italian language, experience with local national employees, billing/certifying official, COR, security clearance, etc.	(1-5 pts)					

INTERVIEWS

If a supervisor elects to interview candidates, the questions should be prepared in advance, and should be job related.

Interviews may be conducted over the phone, virtually, or in a face-to-face meeting.

All interview proceedings should be well-documented.

Interview results should not be given undue weight in determining the best qualified candidate(s). Rather, they should be combined with the results of other information, including the resume, to determine a candidate's final position relative to other competitors.

Interview Subjects

Subject	Illegal	Legal If Job Related
AGE	Any question which tends to identify applicants between 40-64 years of age is illegal. EXAMPLE: "Do you remember the 1940 election?"	There is no legal question you can ask regarding this subject. The CPOC may request documentation to verify age, if necessary, to ensure legally set minimum age and maximum age limits are met.
CITIZENSHIP	Any of the following questions cannot be asked: Are you a citizen of the United States? Are your parents/ spouse a US citizen? When did you acquire US citizenship? Are you/spouse/ parent native born or naturalized?	There is no legal question you can ask regarding this subject. The CPOC may request documentation to verify citizenship requirements, if they exist for the job being filled.
NATIONAL ORIGIN	Any of the following questions cannot be asked: What is your national origin? What language is spoken in your home? What is your native language?	There is no legal question you can ask regarding this subject.
RACE/COLOR	You may not ask any question that directly or indirectly relates to race or color.	There is no legal question you can ask regarding this subject.

DISABILITY	Under the law, generally employers cannot ask disability related questions or require medical exams until after a conditional job offer is made.	Employers are permitted pre-offer to ask limited questions about reasonable accommodation if they reasonably believe the applicant may need accommodation because of an obvious or voluntarily disclosed disability or the applicant disclosed a need for an accommodation.
RELIGION	The following questions cannot be asked: What church do you attend? What religious holidays do you observe?	There is no legal question you can ask regarding this subject.
SEX	You may not ask any question which inquires as to one's gender. For example: What are your plans regarding having children in the near future? Do you mind having a male/ female supervisor? Can you work with a group of men/ women?	There is no legal question you can ask regarding this subject.
MARITAL STATUS/FAMILY	Any of the following questions cannot be asked: Are you married? Divorced? Widowed? With whom do you live? Do your children live with you? What ages are your children? Is your husband/ wife in the military?	There is no legal question you can ask regarding this subject. The CPOC may request documentation to verify if other family members work at the installation to fulfill OPM requirements.
EDUCATION	You may not ask questions that specifically ask the nationality, racial, or religious affiliation of a school; the candidate's education level in general, if not related to the job being filled.	You may ask questions concerning a candidate's academic, vocation, or professional education as long as it pertains to KSAs related to the position being filled.
ORGANIZATIONAL AFFILIATION	You may not ask the following question: To what organization, societies and clubs do you belong?	You may ask questions related to this subject if they are related to the job being filled and how the candidate's participation in the organization may fulfill the KSAs.
POLICE RECORD	Do not ask: Have you ever been arrested?	If the job being filled has special requirements (i.e., bonding), you may ask a question such as: In order to fill this job,

		you must be bonded. Is there any problem that this presents?
WORK SCHEDULE/ TRAVEL	Do not ask any questions that relate to child care, ages of children or other non job-related areas.	If the job being filled has special requirements (i.e., travel, overtime, unusual hours, etc.) these conditions may be stated. For example: In this job you would have to travel 1 week in every month. Does this present a problem to you?
MILITARY DISCHARGE	The following question may not be asked: Were you honorably discharged from military service?	There is no legal question you can ask regarding this subject. The CPOC may request documentation to verify this information if there is a requirement to do so.
ECONOMIC STATUS	The following questions may not be asked: Do you have a good credit rating? Do you have any trouble with bills/collection agencies?	There is no legal question you can ask regarding this subject.
SECURITY CLEARANCE	The following question may not be asked: Do you have a secret/ top secret/ other security clearance?	If the job to be filled requires a certain type of security clearance, this condition may be stated. For example: "This job requires a top secret clearance. Does this requirement present any problem?"
PERSONAL PLANS	The following question may not be asked: Do you have plans to live in this area long?	There is no legal question you can ask regarding this subject.
PARTICIPATION IN CERTAIN ACTIVITIES	Do not ask the following questions: Do you plan to take savings bonds/ contribute to the Combined Federal Campaign/ join the coffee club/ join the United States Army Association (USAA)?	There is no legal question you can ask regarding this subject.
MISCELLANEOUS	You should not ask any question that is not job related or necessary for determining a candidate's possession of required KSAs.	You may notify the candidate that statements, misstatements or omissions of significant facts may be cause for nonselection.

Inappropriate Interview Questions

Interview questions should be concerned with the experience, training, skills, etc.

These answers should provide evidence of whether the candidate possesses the knowledge, skills or abilities (KSA) set by the supervisor of the position. For example, the KSA of "ability to give oral presentations to large groups" may be one to be examined in the interview. A good interview question might be: "What experience have you had in presenting technical information to large groups?" In the questioning, you could ask about the size of the group addressed, if audience addressed challenged the information being presented, and to what extent the candidate participated in preparing the presentation. This type of question is objective; it does not "lead" the candidate to an answer, serves to find job related information. Less effective questions for this KSA would be: "Do you have trouble speaking before large groups?" "Can you speak well?"

Do not formulate hypothetical cases and ask the candidate to provide possible solutions.

For example, a typical KSA for supervisory positions is the "ability to delegate work." A good interview question would state: "What experience do you have in delegating work; what was the workload, how many subordinates did you supervise, what situations were encountered?" Do not ask: "What would you do in the following situation: You have 1,000 cartons of widgets to deliver.....your clerk is on leave; how do you get the cartons delivered?" This type of questions is not objective and there are no right answers.

Do not ask questions that have an obvious answer and provide no means for distinguishing among candidates.

The questions "Do you like working with people?" has an obvious response. A question such as "What experience have you had that shows you can effectively deal with the public?" would be more appropriate.

Some questions have been included in so many interviews that candidates may expect them.

An example of this type of question would be "Why do you want this job?" There is no right answer. Candidates tend to have prepared answers for these kinds of questions aimed at what they think interviewers want to hear. This type of question adds nothing to the interview.

The vocabulary used in interview questions should be geared to the level of the candidates.

Specialized terminology, organizational abbreviations, and so forth, which may intimidate or confuse the candidate should not be used.

There are some areas that are sensitive and should not be part of the interview.

You should be aware of the legal and illegal subjects for interviewing candidates. Legal areas may be addressed in the interview, but should be tactful and appropriate for the job to be filled (see "Interview Subjects".)

A vertical strip of an American flag is visible on the left side of the slide, showing the stars and stripes.

How to Conduct a Successful Interview

Presented by the
U.S. Office of Personnel Management

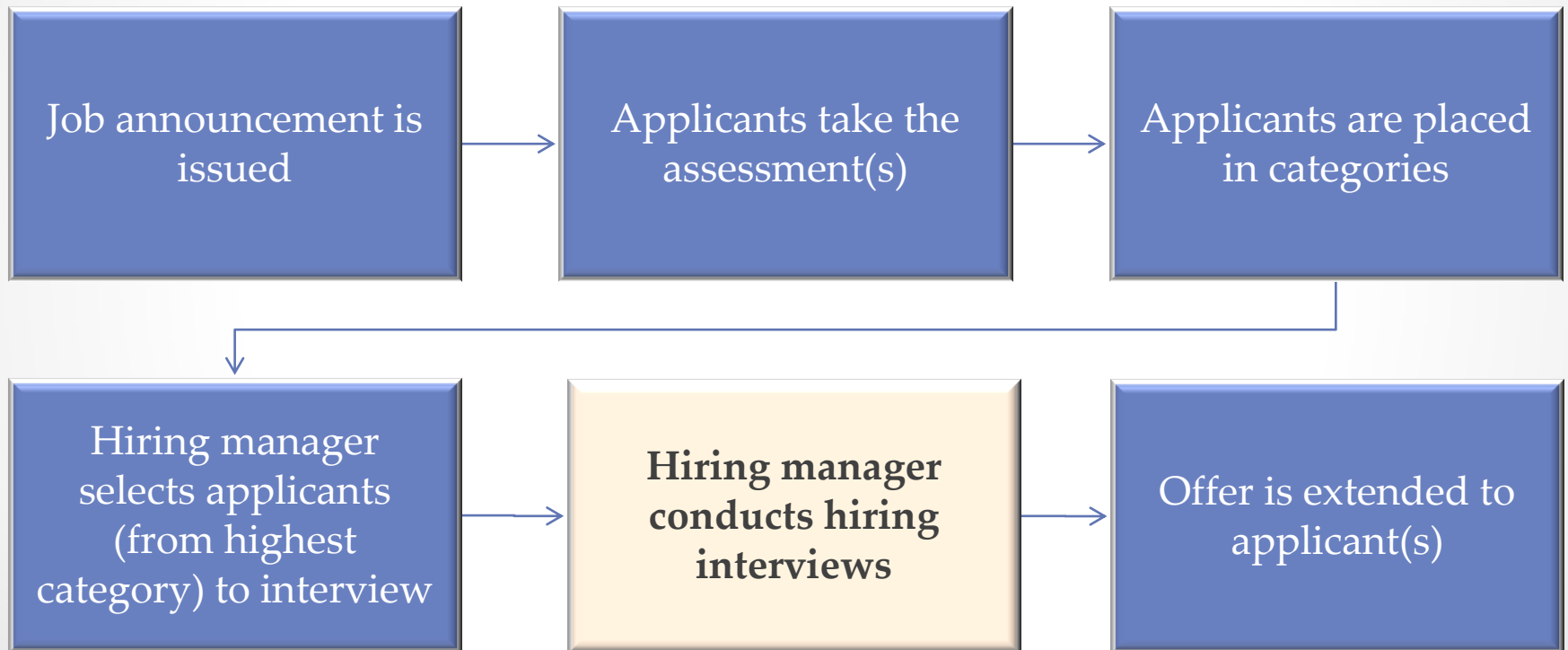


Agenda

- When does the hiring manager conduct the interview?
- Structured versus Hiring Manager interviews
- Steps for a successful interview
 - Developing interview questions
 - Preparing for the interview
 - Conducting the interview
 - Taking notes
 - Other tips
- Things to avoid
- Additional resources



When to Conduct the Interview?



Structured Interview vs Hiring Manager Interview

Did You Know?

Structured Interview	Hiring Manager Interview
All candidates are asked the same questions	All candidates are asked the same questions
All candidates are given the same amount of time to respond	All candidates are given the same amount of time to respond
Notes are scored	Notes are <u>NOT</u> scored



Steps for a Successful Interview

- Developing interview questions
- Preparing for the interview
- Conducting the interview
- Taking notes
- Other tips



Developing Interview Questions

- Hiring manager interviews are well-suited for assessing competencies such as:
 - Teamwork
 - Oral Communication
 - Interpersonal Skills
 - Conflict Management
 - Influencing/Negotiating
- Hiring manager interviews typically assess 4-6 competencies unless the job is unique or at a high level



Developing Interview Questions

Tips for Writing Interview Questions:

- Reflective of the job and tied to competencies identified through the job analysis
- Open-ended
- Clear and concise
- Free of jargon
- Written with superlative adjectives (e.g., most, last, worst, least, best)
- Potentially provide a context for the question



Developing Interview Questions

More Tips for Writing Interview Questions:

- Use the STAR Model
 - Interview questions should elicit three important pieces of information from the candidate:
 - **Situation or Task:** Describes the context or background for the event or the tasks involved
 - **Action:** Describes exactly what was done or what would be done
 - **Result:** Describes the consequence of the candidate's actions



Develop Interview Questions

- Behavioral

- Draw from candidate's actual behavior during past experiences that demonstrate job-related competencies
 - The underlying premise is that the best predictor of future behavior on the job is past behavior under similar circumstances



- Situational

- Present realistic job scenarios or dilemmas and ask how applicants *would* respond
 - The underlying premise is that people's intentions are closely tied to their actual behavior



Example Behavioral Question

- Example Competency: Interpersonal Skills

Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.

- Example Question:

Describe a situation in which you dealt with individuals who were difficult, hostile, or distressed. Who was involved, what specific actions did you take, and what were the results?



Example Situational Question

- Example Competency: Interpersonal Skills
Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.
- Example Question:
A very angry client walks up to your desk. She says she was told your office sent her an overdue check 5 days ago. She claims she has not received the check. She says she has bills to pay, and no one will help her. How would you handle this situation?



Develop Probe Questions

- It may be necessary to use probe questions to guide the candidate in providing the three important pieces of information necessary to accurately assess their response
 - Do not use leading probes that convey the answers
 - Do narrow in on the candidate's specific roles and actions
 - Seek clarification when candidates say "we did..." or "our group..."
 - Seek clarification when candidates are vague
 - Do not challenge by word or expression any statements made by the candidate
 - Do ask open-ended questions unless looking for a yes/no response



Example Probes for Behavioral Questions

- Situation/Task probes
 - Who was involved?
 - What factors led up to this situation?
- Action probes
 - How did you respond?
 - What was your role?
- Result probes
 - What was the outcome?
 - Is there anything you would have done differently?



Example Probes for Situational Questions

- Situation/Task probes
 - Why do you believe this situation occurred?
 - What do you consider to be the most critical issues in this situation?
- Action probes
 - What is the first thing you would say or do?
 - What factors would affect your course of action?
 - What other actions could you take?
- Result probes
 - How do you think your action would be received?
 - What do you consider as benefits of your action?



Preparing for the Interview

- Know the tasks and competencies
- Be organized and prepared for each interview
- Look and act professional



Preparing for the Interview

- Create a comfortable atmosphere
- Ensure the interview room is quiet, non-threatening, and accessible



Did You Know?

Creating a positive atmosphere helps candidates relax, encourages them to reveal more, and promotes a positive image of your organization.



Knowledge Check

Creating a comfortable atmosphere for candidates:

- A. Is not needed
- B. Helps candidates relax
- C. Encourages them to reveal more
- D. Promotes a positive image of your organization

Answer: All but A. Although not required, creating a comfortable atmosphere for the candidates makes for a better interview experience for everyone.



Conducting the Interview

- Warmly welcome the candidates
- Explain the interview process
- Ask if they have any questions for you



Conducting the Interview

- You CAN ask the candidates about their:
 - Specific roles and responsibilities at past or current jobs
 - Likes and dislikes pertaining to their work
 - Job knowledge and other job-related experiences



Conducting the Interview

- You CANNOT ask the candidates about their:
 - Age
 - Sex
 - Race
 - National Origin
 - Religion
 - Marital or family status
 - Disabilities or health status
 - Any other job-irrelevant factor



Knowledge Check

Which of the following CANNOT be asked during an interview?

- A. Candidate's race
- B. Candidate's religion
- C. Candidate's health status
- D. Candidate's ability to speak Spanish

Answer: All but D. You CAN ask a candidate about their ability to speak a foreign language if that is deemed critical to successful job performance(via a valid job analysis).



Conducting the Interview

- Avoid giving non-verbal queues as an interviewer
 - Nodding head
 - Tapping the pencil
 - Looking at other objects instead of at the candidate
- Avoid evaluating non-verbal behaviors of the candidate
 - Fidgeting
 - Tapping of feet
 - Shaky voice



Taking Notes

- You'll want to take good notes in case you need to refer to them later
- Good notes:
 - Summarize the content and delivery of actual responses
 - Are professional and non-judgmental
 - Are of sufficient quality and quantity to justify your evaluations



Taking Notes

- Your notes should NOT:
 - Be evaluative statements about the candidate, his/her responses, or his/her personality
 - Refer to demographic characteristics of the candidate



Knowledge Check

Your notes should include the following:

- A. Candidate's current work responsibilities
- B. Candidate's role in latest projects
- C. Candidate's attire (to help jog your memory later)
- D. Candidate's goals for the next 5 years

Answer: All but C. Your notes should NOT include comments about the candidate's appearance or anything else that is not job-related.

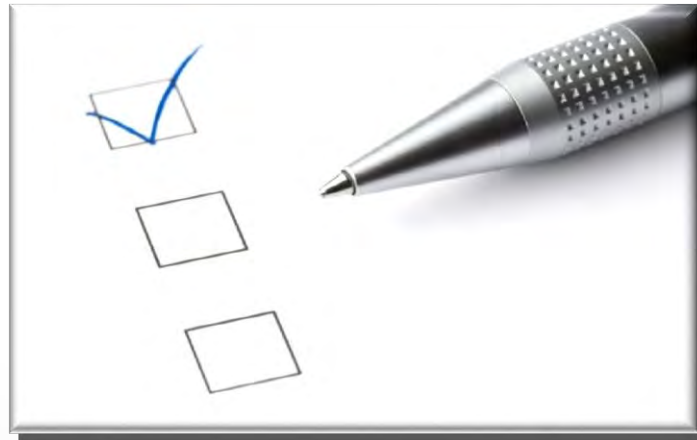


Other Tips

Did you know?

Interviewing is a two-way street: While you are evaluating candidates, they will also be evaluating you.

To make the interview the best experience for everyone, some additional tips are presented on the next slide.



Other Tips

- Be a good and unbiased listener
- Maintain control of the interview
- Treat all candidates the same
- Ensure your notes are comprehensive, professional, and non-judgmental
- At the end of the interview, thank the candidates and explain next steps
- Remain fair and objective during evaluations



Things to Avoid

- Don't rely on first impressions
- Avoid negative emphasis
- Don't focus on superficial factors
- Beware of candidate-order effects
- Don't succumb to pressure to hire
- Don't over emphasize nonverbal behavior



Knowledge Check

The following should be avoided EXCEPT:

- A. Taking a candidate's appearance into account
- B. Giving greater consideration to a candidate who went to same college you did
- C. Trying to fill a position quickly
- D. Interpreting a candidate's answers and their non-verbal cues

Answer: All should be avoided. Only focus on the candidate's responses.



Additional Resources

- Personnel Assessment and Selection Resource Center
<http://www.opm.gov/policy-data-oversight/assessment-and-selection/>
- Uniform Guidelines on Employee Selection Procedures
<http://www.uniformguidelines.com/uniformguidelines.html>
- Structured Interviews: A Practical Guide (2008)
<http://apps.opm.gov/ADT/ContentFiles/SIGuide09.08.08.pdf>



Questions? Comments?

If you have additional questions or comments, please contact us at:

Assessment_Information@opm.gov



Interviewing Guide

The hiring official and/or panel may interview one, some, or none of the referred eligibles. It is recommended that selection/interview panels be established to explore qualifications and to ensure fair and equitable treatment of all eligibles. Supervisors should use a diverse panel when interviewing candidates. The panel should be made up of individuals of the same or higher grade (or equivalent) as the position being filled.

Schedule and conduct interviews

If an interview panel is used, the panel chair: coordinates the members' schedules to determine a suitable time to conduct interviews; ensures the eligibles are notified of their interview time; and has overall responsibility for the development of interview questions and rating sheets.

Interviewing Techniques

Interview questions should always elicit job-related information relative to the requirements of 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).

At the discretion of the hiring official, a second round of interviews may be conducted with a smaller number of candidates.

It is a good idea to record notes to eliminate the need to recall key points from memory. A copy of the interview questions and the name of individual(s) who conducted the interview should be on file. It is important that selecting officials and/or interview panel members be able to reconstruct the selection process. **The hiring official retains all notes, rating sheets, interview records, etc. for 3 years.** This is extremely important for cases that may become subject to a third party review.

Preparing for Interviews

It is important for a good interviewer to be prepared. In preparation for the interview, each panel member should become familiar with the candidate's application and supplemental materials. This ensures the interviewer has the requisite information, before conducting the interview, to properly evaluate each candidate's qualifications. To prepare for the interviews:

1. Arrange for an appropriate interview site, which is comfortable, well lit, and private (with no interruptions).
2. Carefully review the position description and qualification requirements to identify critical “job related” factors.
3. Allocate sufficient time for each interview.
4. Select/develop interview questions that are related to the position and “job related” factors. Recommended types of questions are those which:
 - Elicit information on past experience and training related to on-the-job performance.
 - Ask candidates how they would respond to hypothetical situations likely to be encountered on the job.

Recommended Steps - In conducting your interviews, it is recommended that you follow these five sequential steps:

1. Introduction and Welcome – Establish rapport with the applicant and explain the purpose of the interview.
2. Discuss the Position – Provide full information about the duties and responsibilities of the position including possible travel or overtime requirements.
3. Obtain Relevant Information – Use your job-related questions.
4. Respond to the Applicant’s Questions.
5. End the Interview – Express appreciation to the applicant for his/her time, and inform the applicant of when the selection will be made and how the applicant will be notified of the decision.

Interview Do’s

DO! Ask questions relating to applicants’:

1. Qualifications
2. Experience
3. Education
4. Job-related activities
5. Career goals and objectives
6. Plans for further self-development
7. Availability for travel, overtime, specific work schedules

Interview Don'ts

DON'T! Ask illegal questions or questions not related to the job:

1. Age

- What are your retirement plans?
- Do you think you are too old to accept an entry level position?
- What is your date of birth?

2. Children/child care

- How many children do you have? Are they healthy?
- Do you have a child care problem?
- What are your family plans?

3. Marital status

- Is your spouse subject to transfer anytime?
- Are you married? What does your husband/spouse do?
- How long do you expect your spouse to be stationed here?

4. Political affiliation

- Who did you vote for in the last election?

5. Race or national origin

- Are you, your spouse, or parent's naturalized native born US citizens?
- What date did you acquire citizenship?
- What is your nationality, lineage, national origin or descent?
- What date did you arrive in the US?
- What port of entry?
- How long have you been a resident?
- What is your race?
- What languages do you commonly use?

6. Religion – You may not ask anything about religion

7. Other Areas - Any other area which is not specifically related to the evaluation criteria for the position.

INTERVIEW QUESTIONS

Questions for Better Interviews – Since the interview is specifically designed to gather information upon which to evaluate essentially similar candidates, the major areas covered should be uniform among candidates. The easiest and most consistent means for gathering the information needed for evaluating candidates is to develop certain basic questions that will be asked of all those interviewed. Interview questions should include the following type of questions, as applicable:

All purpose interview questions

1. Interview questions for supervisory positions
2. Interview questions for technical positions
3. Interview questions for clerical, secretarial, and assistant positions
4. Interview questions for trades and labor occupations

All Purpose Interview Questions (Examples)

1. Tell me about your present job.
2. What do you like best about it?
3. What do you like least?
4. What frustrates you?
5. What have you learned on this job?
6. Where do you rank your present job with other jobs you've held? Why?
7. How have you changed the content of your job from when you first assumed it (e.g., expanded its scope, improved its contribution to the organization, etc.)?
8. What are some of the things in a job that are important to you?
9. In general, what type of work have you enjoyed the most? The least? Why?
10. Within a work environment, what are your strengths? Your weakness?
11. For what things have your superiors complimented you?
12. What are some problems you encountered on the job? How did you solve these problems?
13. What are some of your more important accomplishments?
14. What are the reasons you were successful in achieving these accomplishments?
15. Were there any unusual difficulties you had to overcome to achieve these accomplishments?
16. What are some important decisions or recommendations you were called upon to make?
17. What decisions are easiest for you to make? Which are more difficult?
18. How has your previous work experience helped you to improve your decision-making abilities?
19. Cite an important decision that you would make differently if you could do it all over again.
20. Do you prefer working with others or working independently? Why?
21. Considering your relationships with co-workers, customers, supervisors, etc.:
22. Cite an example of how you have been effective in relating with others.
23. Cite an example of how you might not have been particularly effective. What might you do differently next time in that situation?

24. How do you prioritize your work?
25. How well do you work under pressure?
26. Cite an example of a pressure situation you faced on the job. How did you handle it?
27. What motivates you?
28. What computers/software packages have you worked with:
29. For what purposes?
30. What computer training have you had?
31. What was your most difficult assignment?
32. What was your most rewarding assignment?
33. What are your short-term goals?
34. What are your long-term goals?
35. Have your long-term goals changed in recent years? If so, how?
36. What are you doing to achieve your long-term objectives?
37. What have you done about your career development in the last few years?
38. What kind of supervisor gets the best performance out of you?
39. Describe your relationship with your supervisor.
40. Regarding the vacant position:
41. Why are you interested in the position?
42. What in your background particularly qualifies you for this job?
43. Why do you think you would be good in this position?
44. Are there any reasons why you might not be able to perform the duties of this position? If so, explain.
45. How do you feel about: Working overtime? Working on a particular work schedule? Travel? (Explain to applicant what specific requirements will be: amounts of travel/overtime, etc.)
46. Describe a situation where someone directly contradicted your opinion in a meeting or in front of a supervisor and how you handled it. How did you feel? How did you manage your feelings? What ultimately happened as a result of this encounter?
47. Provide an example of an interaction that you have had with senior-level officials or industry leaders. What was the context of the interaction? How did you ensure success in building the relationship?
48. What strategies do you employ to persuade senior level people when you need their support?
49. Why are you currently searching for a new position?
50. What are the top three duties in the job you now have or in your most recent job?
51. What are some typical decisions that you make and how do you make them? Provide examples.
52. Where do you see yourself in 5 years?
53. Describe for me your ideal organization.
54. Describe what you would say if asked to talk about yourself in a group of people.
55. If someone told you that you had made an error, describe how you would react and what you would say in your defense.
56. If someone asked you for assistance with a matter that is outside the scope of your job description, what would you do?
57. Describe what you would classify as a crisis.
58. You are angry about an unfair decision. How do you react?

59. Suppose you are in a situation where deadlines and priorities change frequently and rapidly. How would you handle it?
60. Tell me about a time when you were a part of a great team. What was your part in making the team effective?
61. Give me an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?
62. Can you tell me about a time during your previous employment when you suggested a better way to perform a process?
63. Tell me about a personal or career goal that you have accomplished and why that was important to you.
64. Give an example of a time when you were trying to meet a deadline, you were interrupted, and did not make the deadline. How did you respond?
65. What strengths did you rely on in your last position to make you successful in your work?
66. What do you do when you know you are right and your boss disagrees with you? Give me an example of when this has happened in your career.
67. Tell me about a situation you wish that you had handled differently based on the outcome. What was the situation? What would you change (or will you change) when faced with a similar situation?
68. Describe a time when you performed a task outside your perceived responsibilities. What was the task? Why did you perceive it to be outside your responsibilities? What was the outcome?
69. If you observed a co-worker who made inappropriate sexual or racial remarks to another employee, and it was obvious to you that the situation was creating an uncomfortable environment, what would you do?
70. What are your strengths?
71. What would your last boss say about you?
72. Describe how you like to be managed, and the best relationship you've had with a previous boss.
73. If I asked your previous/current co-workers about you, what would they say?
74. Explain the phrase "work ethic" and describe yours.
75. What kind of people do you find it most difficult to work with? For example, assume you are in a situation where you have to deal with a person very different from yourself and you are finding it difficult. What would you do?
76. What methods do you use to make decisions? When do you find it most difficult to make a decision?
77. Describe a difficult time you have had dealing with an employee, customer, or co-worker. Why was it difficult? How did you handle it? What was the outcome?
78. How would your co-workers describe your work style or work habits?
79. What do you do when others resist or reject your ideas or actions?
80. What do you think are the best and worst parts of working in a team environment? How do you handle it?
81. Under what kinds of conditions do you learn best?
82. How would your past employers describe your response to hectic or stressful situations?
83. If I asked several of your co-workers about your greatest strength as a team

member, what would they tell me?

84. What was the most creative thing you did in your last job?
85. What is your interpretation of "success?"
86. Describe an ideal work environment or "the perfect job."
87. In what way(s) do you express your personality in the workplace?
88. Could you share with us a recent accomplishment of which you are most proud?
89. What would you have liked to do more of in your last position? What held you back?
90. Tell us a bit about your work background, and then give us a description of how you think it relates to our current opening.
91. What are your qualifications in your area of expertise, i.e., what skills do you have that make you the best candidate for this position? Include any special training you have had (on-the-job, college, continuing education, seminars, reading, etc.) and related work experience.
92. Why did you apply for this position?
93. What skill set do you think you would bring to this position?
94. Tell me about your present or last job.
95. Why did you/do you want to leave?
96. What was your primary contribution/achievement? Biggest challenge?
97. What are your short-term and long-term goals?
98. In what areas would you like to develop further? What are your plans to do that?
What are your career path interests?
99. Why should we hire you?
100. If you were offered this position, when would you be available to start?
101. After learning about this opportunity, what made you take the next step and apply for the job?
102. If you were the successful applicant, how would you expect to be different after a year in this position?
103. Now that you have learned about our organization and the position you are applying for, what hesitation or reluctance would you have in accepting this job if we offer it to you?
104. Do you have any other special qualifications relating to this position that I should know about?

Interview Questions for Supervisory Positions (Examples)

1. How do you view the job of a supervisor?
2. How many people have you supervised/led: in your current job? In previous jobs?
3. What types of positions have you supervised/led?
4. Describe your supervisory responsibilities and the extent of your authority.
5. Describe your leadership style?
6. What do you like best about being a supervisor? What do you like least?
7. What responsibility did you have in recruiting and selecting your staff? What criteria did you use in making hiring decisions?
8. How many immediate subordinates have you selected in the past two years?
Regarding your selections, any surprises or disappointments? If so, explain.
9. What types of problems have you faced in directing your subordinate employees?
How did you handle them? What was the outcome?
10. How would you handle a situation where one of your workers changes from a

reliable, hardworking employee to a problem person?

11. Describe your method of motivating people.
12. Which approaches have worked best?
13. Which approaches have failed?
14. How do you get the best work from your subordinates?
15. What responsibility have you had in orienting and training new people?
16. Some managers keep a very close check on their organization. Others use a loose rein. What pattern do you follow?
17. How do you convey information to your people?
18. How do you maintain discipline in your organization?
19. What types of discipline problems have you had to deal with?
20. How did you handle them?
21. How is your group's morale? On what do you base your opinion?
22. Discuss your staff's record of turnover. To what do you attribute this good/poor record?
23. What planning processes have you found useful?
24. How do you go about them?
25. In what way do you feel you have improved in your planning abilities/methods?
26. What systems and procedures have you developed to improve the efficiency of your organization?
27. How does your past experience bear on your qualifications for this position?
28. What things do you think would contribute to your effectiveness as a supervisor?
29. What things might interfere with your effectiveness as a supervisor?
30. What are the two or three most important things you have learned as a supervisor?
31. What would you recommend that would help this command to more effectively accomplish its mission?
32. Define professional behavior and/or conduct appropriate in the workplace.
33. Why do you think a team of people may not work well together?
34. Tell us about your management style - people, teamwork, direction?
35. Describe an ideal supervisor.
36. What is your own philosophy of management?
37. How have you participated in planning processes?
38. Is it more important to be a detail oriented person, or a big picture person? Explain.
39. Describe for me a time when you have come across questionable business practices; how did you handle the situation?
40. A new policy is to be implemented organization-wide. You do not agree with this new policy. How do you discuss this policy with your staff?
41. Describe for me a decision you made which would normally have been made by your supervisor? What was the outcome?
42. Discuss and differentiate between remediation, corrective action, and discipline.
43. Explain, step by step, how you have handled an employee who had performance problems.
44. Why should employees seek to improve their knowledge and skill base? How would you motivate them to do so?
45. What coaching or mentoring experience have you had? With groups or one-on-one? How did you determine the appropriate way to coach/mentor and what were the

results?

46. Management requires both good writing and verbal skills for good communication. When it comes to giving information to employees that can be done either way, do you prefer to write a memo OR talk to the employee?
47. When making a decision to fire an employee, do you find it easy because of the organization's needs OR difficult because of the employee's needs?
48. Managing requires motivating employees as well as accomplishing tasks. Do you find it more natural to point out what's wrong so employees can accomplish tasks competently OR to praise employees for their work and then point out what may need correcting?
49. Managers need good information and managers need to make good decisions. Do you tend to gather information up to a deadline in order to make a better-informed decision OR gather just enough information to make a good decision quickly?
50. Are you best at dealing with details and day-to-day operations OR with concepts, envisioning and future planning? Give an example.
51. Tell me about your current position or most recent position and how you helped the organization accomplish its goals and mission.
52. Have you ever had to champion an unpopular change? How did you handle it?

Interview Questions for Technical Positions (Examples)

1. What has been your greatest achievement in your current position? In your
2. How do you stay abreast of the changes that occur in your career field?
3. How do you approach and resolve controversial situations in the career field? Provide an example.
4. What types of projects/programs/systems have you worked on? Where and when? Give some examples of the more difficult work you have done.
5. Give some examples of work you have done requiring up-to-date knowledge of policies, practices, and procedures.
6. Tell how you gained your knowledge of this occupation.
7. What new methods of accomplishing your work have you suggested? Were they tried? If so, how successful were they?
8. Cite an example where you had to meet a tight time schedule, last minute deadline or work during an emergency situation. How did you handle it?
9. What kinds of instructions have you had to follow to perform the work?
10. How much help do you get from your supervisor in performing your work? What work can you do independently, without the help of a supervisor or more experienced individual?
11. Have you helped or guided others in the performance of this work?
12. Describe any strategic initiatives in which you were involved. What was your role? What was the outcome of you efforts? What did you learn from that experience?
13. Describe a situation where you had to influence others to pursue a direction that they were initially resistant to follow. How strong was the resistance? What tactics did you use to influence those who did not share your perspective? What was the outcome of the situation?
14. Tell us about a policy setting project on which you have worked? What was the project scope?

15. Have your leadership skills been challenged? How did you encourage collaboration?
16. What strategies have you employed to keep up with the pace of change in our industry?
17. What publications have you read in the last six months that are related to the occupation?
18. What strategies have you used to stay abreast of changing regulations and requirements?
19. How do you share information and knowledge learned with others to aid in their professional development?
20. Describe a time when you had to demonstrate your knowledge of policies, procedures, and regulations. How did the situation arise? What was the outcome? How have you used policies, procedures, and regulations to drive or promote changes?
21. What characteristics do you feel are necessary for success in this career field?
22. Do you have any other specialized qualifications I should know about? If so, discuss.
23. Do you have any additional questions about the position or the training requirements?

Interview Questions for Clerical, Secretarial, and Assistant Positions (Examples)

1. What are your current office responsibilities?
2. In what administrative or management areas are you particularly interested? What training or experience have you had in these areas?
3. In your current job, what are your highest priorities?
4. What is the pace of your current job? What is the extent of your workload? What types of pressure situations do you face? How often?
5. What were some of the more unusual assignments you have been given? What new skills/initiative did they require? How successful were you in completing them?
6. In your present job, on what do you spend most of your time?
7. In what ways do YOU contribute to your organization's success?
8. What responsibility do you have for dealing with other departments?
9. What equipment or supplies have you purchased or recommended?
10. What software packages (office automation) have you used? Do you have any other computer experience or training?
11. Cite some examples of experiences you have had in arranging meetings/conferences, etc., involving coordination with several people. What types of meetings/conferences were they? How many and which people were involved? What special problems did you encounter?
12. Describe your experience in maintaining records. What types of records? For what purpose? What computational skills were required?
13. What types of filing systems have you used? What systems have you organized? Describe your experience in assembling materials/reports from several different sources.
14. Describe your experience in collecting and compiling data (statistical, financial, inventory, etc.).
15. What experience have you had in making travel arrangements?
16. What types of directives, instructions, manuals, etc., have you worked with? For

what purposes? What new methods for accomplishing your work have you suggested? Were they tried? If so, how successful were they?

17. What English, mathematics, or business courses have you taken? Where were these courses taken (high school, college, government courses, etc.)? How recently? What grades did you get?
18. Do you have any other special qualifications for this position that we haven't discussed? If so, describe.

Interview Questions for Trades and Labor Positions (Examples) General Trades and Labor Positions

1. On what types of equipment/systems/facilities have you worked? Where did you work on this equipment, etc.?
2. Give some examples of the more difficult work you have done.
3. Have you done any work on prototype equipment? If so, describe.
4. What tools, instruments, and/or equipment have you worked with? Where have you used them? On what type of work? What type of training did you receive?
5. What types of test equipment have you worked with? For what purpose? To what tolerances?
6. What precision measuring instruments have you used?
7. Give some examples of your work that required precise timing, accurate dimensions, precise fit, etc.
8. Describe work you have done which required speed and accuracy of hand.
9. What are some of the more common problems you encounter in your work?
10. For equipment, describe your experience in (choose as appropriate):
Troubleshooting, Overhauling, Aligning, Testing, Modifying, Constructing, Preventive Maintenance, Reconditioning, Calibrating, Repairing, Disassembling, Assembling, or Installing.
11. Tell how you've gained and used your knowledge. From the theoretical side (as in books). From the practical side (as in "hands on" work experience). How recently was this knowledge acquired? How recently was it last used?
12. Where did you learn the skills of your trade (on-the-job training, apprentice program, other training)?
13. Give some examples of work you have done requiring up-to-date knowledge of trade practices.
14. Tell about your studies in sciences, mathematics, mechanical drawing and trades. Where did you study these subjects? What grades did you get? What types of measurements can you perform?
15. Discuss any hobbies you have that show your interest in trades, technical or scientific fields.
16. What kinds of materials have you worked with? Where did you use them? For what kind of work?
17. Tell how you gained your knowledge of shop practice (e.g., conserving materials, using correct parts, keeping exact tolerances, handling different situations, "tricks of the trade").
18. What experience have you had in planning, layout, and setup of operations? What was the size and scope of this work? What were the more difficult types of planning,

layout, and setup you have done? Describe the tools you used, calculations involved, tolerances, etc.

19. What new methods of accomplishing your work have you suggested? Were they tried? If so, how successful were they?
20. Describe experience you have had where you were required to make reports or keep records, logs, inventories, etc.
21. Describe experience you have had where you were required to keep things neat, clean, and in order.
22. Cite an example where you had to meet a time schedule, deadline, or emergency. How did you handle it?
23. Have you used parts manuals and/or catalogs in your work? If so, which manuals/catalogs? For what purpose?
24. What kinds of instructions have you had to follow in shop work, on jobs, or in the military?
25. Describe your experience working with blueprints, diagrams, schematics, etc.
26. What responsibilities have you been given on jobs, in the Armed Forces, in your community, etc.?
27. How much help do you get from your supervisor in doing your work? What work can you do by yourself, without the help of a supervisor? Have you ever helped or guided others (helpers, junior workers, etc.)?
28. Describe work you did where you had to observe safety rules to avoid injuring yourself or others. What dangers were involved? What safety training have you had? What is your safety record? Tell about any accidents you have had in the last 5 years.
29. Do you have any other specialized qualifications I should know about? If so, discuss.

Inspector Positions

1. What kind of inspections have you done on your own work or that of others? What mechanical or electrical instruments have you used to check work? What was the purpose of the inspection? What instructions, specifications, or other guidelines did you use?

Estimator Positions

2. Describe your experience in estimating time, materials, and cost. Discuss the type and complexity of the operations. What was the purpose of the estimating? Tell about any new or prototype work for which you estimated.

Leader Positions

3. Have you ever taught or led helpers, apprentices, or intermediate workers? If so: Discuss the kind of instruction or leadership you gave. Explain how you encouraged those led to work effectively. How successful were you? What other leading have you done (in the military, in community activities, etc.)?

Wage Supervisor Positions

4. Describe your experience supervising others. Tell about the numbers and

kinds of workers you supervised. Describe the nature of work directed. What relationships did you have with operating groups other than your own unit? Describe your supervisory responsibilities and the extent of your authority.



Reference Checking

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



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Introduction

Reference checking is a vital part of a successful hiring strategy¹ and is primarily used to:

- Verify information provided by the candidate
- Better predict the candidate's on-the-job success
- Gain additional knowledge (e.g., candidate's abilities)

Reference checking aims to verify the information a candidate provided (e.g., resume) and can provide a different perspective. Both instances present a better picture to the hiring manager of how the candidate would perform on the job.

Reference checks are conducted once the applicant pool is narrowed down to the top candidate(s). For purposes of this guide, a "reference" is a person (e.g., supervisor, coworker, professor) whom the hiring manager or human resources (HR) specialist can talk with regarding the candidate's past performance.

¹ For additional information, please see *Reference Checking in Federal Hiring: Making the Call*, U.S. Merit Systems and Protection Board, September, 2005.

Frequently Asked Questions about Reference Checks

Who conducts the reference checks?

Typically, the person who will be making the final hiring decision checks the top candidates' references. Alternatively, a human resources (HR) specialist may check references.

How many references should be contacted?

Contacting multiple references can be beneficial to gather different perspectives on a candidate's skills and abilities.

Typically, candidates provide three (3) references for the hiring manager (or HR specialist) to contact. If those references are not available, or if additional perspectives are desired, you can ask the candidate for additional references.

Who should serve as a reference?

The reference should have been in a position to directly observe the candidate and be of a professional nature (previous or current supervisors, coworkers, professors, etc.) and not personal (friends, relatives, etc.).

References who have had the most recent contact with the candidate may be better able to provide specific and accurate feedback. Less recent references may not be aware of new skills the candidate may have developed. On the other hand, there may be circumstances where a less recent reference has the best knowledge of the competencies that are most important for the position to be filled. Accordingly, you will need to use judgment and weigh the information references provide appropriately to the situation.

Should I obtain a candidate's consent to check their references?

Yes, when you ask a candidate to provide references, you should obtain their permission to contact their references. Consent can also be granted via language on the job application (e.g., a statement that all information provided by the candidate will be verified), the Declaration for Federal Employment form ([OF-306](#)) or a similar agency-developed form, or orally (e.g., during the interview).

What if the candidate asked not to contact their current supervisor?

This is a common request (and is often an option within online staffing systems). One option is to ask if their current supervisor can be contacted once a tentative offer has been extended to the candidate.

If a candidate has asked their current supervisor not be contacted, ask the candidate to provide alternative references.

Developing Questions for References

What should I consider when planning my questions?

Develop questions 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.

Consider time constraints when deciding how many questions to ask. Consider how long it will take the references to answer the questions. Keep the list of questions to a manageable number.

Calling References

How shall I contact references?

The best way to contact a reference is usually by phone. 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 and an estimate of how long the call will take. It may be helpful to let the reference know the candidate has given permission to have his or her references checked.

To ease into the conversation, begin with basic questions (e.g., reference's relation to the candidate, candidate's title and dates of employment), then move on to more in-depth questions.

What if the reference refuses to provide any information?

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.

Can I call references provided by the candidate's references?

A reference provided by the candidate may, in turn, refer you to other individuals who can provide additional information. Asking the candidate for consent to contact the new references demonstrates consideration for the candidate.

Handling Reference Information

What is the best way to handle the information gathered from a reference check?

Your agency may have policies or guidelines for maintaining this information. Please check with your HR department for guidance.

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 may be beneficial to allow the candidate an opportunity to clarify.

Suggested Reference Checking Steps

Step 1

- ☐ Decide who will conduct the reference check (e.g., hiring official or HR specialist)
- ☐ Develop questions for references (see sample questions)

Step 2

- ☐ Inform candidates you will be checking their references and request permission if not already obtained (e.g., [OF-306](#))
- ☐ Contact references
 - ☐ Briefly describe the position and the duties the candidate will perform
- ☐ Contact additional references, as applicable
- ☐ Clarify with the candidate any conflicting information received by references

Step 3

- ☐ Ensure materials are stored and retained according to agency policy

Sample Questions

- In what capacity did you work with the candidate (e.g., peer, colleague, supervisor)?
- Could you give me a brief description of the duties the candidate performed?
- What were the candidate's strengths? What were the candidate's weaknesses or areas where the candidate could improve?
- Would you recommend him/her for this position? Why or why not?
- 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?
- How would you describe the candidate's relationships with co-workers, subordinates, and supervisors?
- Is there anything else you can tell me about the candidate's ability to perform his/her job?
- What kind of work-related training, certificates, education, or other qualifications does the candidate have?
- Is the candidate eligible for re-hire in your organization?

STATEMENT OF UNDERSTANDING

TEMPORARY PROMOTION

I, _____, accept a temporary promotion NTE 120 days for the period indicated:

Temporary Promotion to: _____

Effective on or about: _____

NTE: _____

This action is temporary and will provide continuity of mission for the organization.

I understand that I will return to my permanent assigned position at the end of the period and my pay will be returned to the pay I earned prior to the temporary promotion. I also understand that this action is not a promise of selection for the recruitment of the position.

My rights are to the following position and my return to the position will not be subject to the provisions of 5 CFR 351 (Reduction in Force) or 5 CFR 752 (Adverse Actions by Agencies) and are not grievable under 5 CFR 771 (Agency Grievance System):

Return Position: _____

SIGNATURE OF EMPLOYEE & DATE

SUPERVISOR ACKNOWLEDGEMENT