

**STATE OF OHIO
THE ADJUTANT GENERAL'S DEPARTMENT
2825 West Dublin Granville Road
Columbus, Ohio 43235-2789**

Technician Personnel Plan
Number 335

OHIO NATIONAL GUARD MERIT PROMOTION & PLACEMENT PLAN

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CHAPTER 1

GENERAL

1-1. PURPOSE.

a. This plan implements the merit placement principles of Title 5 of the United States Code, sections 2301 and 2302, in accordance with regulatory guidance issued by the Office of Personnel Management, the Department of Defense and the National Guard Bureau for application in the placement and promotion of dual and non-dual status technicians to positions authorized by Title 32 of the United States Code, section 709, in support of the Ohio Army and Air National Guard. Since the procedures contained in this plan are applicable to both the Army and Air National Guard, the general term Ohio National Guard will be used throughout the plan. This plan incorporates provisions of the current collective bargaining agreement and the Ohio National Guard Joint Partnership Executive Council (JPEC) policy letters. Requirements of an approved collective bargaining agreement will take precedence over any conflicting provisions in this plan as applied to bargaining unit technicians.

b. This plan incorporates and, where conflict exists, supersedes previous written guidance published by the Human Resources Office regarding merit promotion procedures. This includes but is not limited to the Official Guide to Interviewing and Selection, all editions dated 2008 and prior are rescinded; Guidance for making selections or non-selections based on number of qualified applicants, 27 June 2006; Selection Checklist, 21 July 2006; Clarification Regarding Composition of Interview Teams for Advertised Full-time Technician and AGR Positions, 13 March 2006; and Equal Employment Opportunity / Equal Opportunity Technician and AGR Selection Packet Reviews, 22 May 2006.

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1-2. POLICY.

a. It is the policy of the Ohio National Guard to fill technician positions with qualified, high-performance individuals and to ensure that all employees (technician and active guard/reserve, i.e. AGR) have an opportunity to develop and advance to their full career potential. To promote career development within the Ohio National Guard full-time technician workforce, this agency will initially advertise technician positions representing career progression opportunities for competitive consideration to current technicians within the appropriate (Army or Air) Ohio service component, unless there is an identified, validated personnel management consideration substantiating a need for a modified (i.e., limited to smaller part of the workforce, expanded beyond the full-time workforce, or dual announcement) area of consideration.

b. All technician vacancies will be filled on the basis of merit using bona fide occupational qualifications (job-related factors). Individuals being considered for merit placement must meet the eligibility requirements and standards for the position for which considered. For dual-status technician positions, eligibility includes appropriate military membership and the ability to be assigned to a compatible military position.

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c. No placement or promotion actions under this plan authorizes the use of illegal or unethical discrimination based on race, color, religion, sex (except positions excluded by military membership), national origin, marital status, age, non-disqualifying physical handicap, membership or non-membership in labor-affiliated organizations, nepotism, personal relationships, political affiliation, or patronage. The Ohio National Guard is an Equal Opportunity Employer.

1-3. SCOPE.

This plan encompasses all technician positions in the State of Ohio authorized under Title 32, United States Code section 709. It will be used in filling all dual status and non-dual status (NDS) positions (optional for NDS Delegated Examining Unit initial appointments) through initial appointment, promotion, reassignment, reinstatement, demotion and transfer.

1-4. DEFINITIONS.

a. AREA OF CONSIDERATION (AOC). The area of consideration for the job announcement defines who may apply for any given job announcement by status. For example, the AOC may require applicants to be a permanent technician employed by the Ohio National Guard or an individual qualified to become a military member of the Ohio National Guard (Army or Air), etc.

b. CHANGE TO LOWER GRADE. Personnel action that moves an employee to a position at a lower grade or lower rate of pay as a result of reclassification, reduction in force, adverse or other directed personnel action. These actions include voluntary requests for assignment to a lower graded position.

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c. COMMUTING AREA. A geographic population center within which people can reasonably be expected to travel to and from work on a daily basis.

d. CONSENSUS. A validation by all members of a team that a process is fair and equitable and the outcome of the process is reasonable, defensible and supportable.

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e. DETAIL. A temporary change of job assignment for a specified period with the technician returning to his/her regular duties at the end of the period.

f. DUAL-STATUS TECHNICIAN. Excepted-service technicians, appointed under Title 32 USC 709(b), who are required to be military members of the National Guard as a condition of employment.

g. ELIGIBLE APPLICANTS. Applicants for a technician position within the identified area of consideration who meet the qualification requirements for the position as certified by staffing.

h. INTERVENING GRADE. A pay grade (GS or WG) with a representative rate more than a technician's designated grade but less than his/her retained grade.

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i. INTERVIEW TEAM. A diverse group that interviews applicants using a fair, merit-based process with the intent of achieving a consensus recommendation to a selecting official. The interview team must include race and gender diversity, and bargaining unit positions must include labor representation.

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j. NEPOTISM. In compliance with federal regulations (see 5 USC 3110), an individual who (by law, rule, regulation, or delegation) has appointment or promotion authority, or authority to recommend employees for appointment or promotion shall not advocate (orally or in writing) a relative's appointment, employment, promotion or advancement within the Ohio National Guard. This same individual may not participate on an interview team or promotion panel decision affecting a relative.

k. NON-DUAL STATUS TECHNICIAN (NDS). A technician, appointed under Title 32 USC 709, who is not required to be a military member of the National Guard as a condition of employment.

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l. PRIORITY PLACEMENT. Assignment of a technician in grade retention status (as a result of reduction in force or classification action) to a vacant position at his/her former grade, or an intervening grade, provided the technician meets the technician qualification requirements for the vacant position, and can be placed in a militarily compatible position (dual status only).

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m. PROMOTION. The placement of a technician into a position at a higher grade level within the same job classification system and pay schedule, or into a position in a different job classification system and pay schedule with a higher rate of basic pay.

n. REASSIGNMENT. The change of a technician from one position to another without promotion or change to lower grade.

o. REFERRAL AND SELECTION CERTIFICATE. A list of the qualified applicants referred to the designated selecting official for competitive consideration for a position.

p. SELECTING OFFICIAL. The supervisor or management official who has authority to recommend a selection, following the procedures identified in this plan, from among the qualified applicants for placement or promotion, subject to administrative review and approval by the HRO.

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q. SELECTIVE PLACEMENT FACTORS. The job-related knowledge, skills, abilities (KSAs), or other personal characteristics absolutely essential for satisfactory performance in a particular position. Selective placement factors expand the minimum qualification requirements. They will be listed on the technician advertisement and will be used as part of the qualification requirement for the position.

r. **TARGET GRADE.** The fully qualified grade of the position being filled [developmentally](#).

s. **TENURE GROUPS.** Tenure groups are the categories in which technicians are grouped based on length of employment and completion of probationary/trial periods.

(1) Tenure Group I. Permanent, non-dual status technicians and permanent, dual-status technicians who have successfully completed a trial/probationary period.

(2) Tenure Group II. Permanent dual-status or non-dual status technicians who are serving a trial or probationary period.

(3) Tenure Group III. Dual-status technicians who serve under indefinite appointments in the excepted service.

t. **VALIDATED PERSONNEL MANAGEMENT CONSIDERATION.** A specific identified management requirement to deviate from the standard area of consideration for advertising a bargaining unit technician position (see Appendix E)..

1-5. RESPONSIBILITIES.

a. The Adjutant General is the appointing authority for the Ohio National Guard Technician program, and is the highest level of authority in the State concerning the overall application of this Merit Promotion & Placement Plan.

b. The Director for Human Resources (also known as the Human Resource Officer or HRO) is directly responsible to The Adjutant General for ensuring that the requirements of this Merit Promotion & Placement Plan are accomplished. The HRO will:

(1) Develop, maintain, evaluate and revise this plan as necessary;

(2) Administer placement and promotion actions in accordance with the policies and procedures outlined in this plan;

(3) Provide training, guidance and assistance to selecting officials, supervisors and commanders concerning their responsibilities under this plan; and initiate appropriate corrective action when lack of compliance is evident;

(4) Assure that applicants are properly evaluated and certified for appointment, promotion, reassignment, reinstatement, demotion or transfer;

(5) Maintain a complete placement or promotion file for each position filled under the provisions of this plan.

c. Managers and Supervisors will:

- (1) Comply with the principles and follow the procedures identified in this plan;
- (2) Assure technicians under their supervision are informed of this plan;
- (3) Assure technician personnel actions accomplished within their areas of responsibility are based on merit without discrimination;
- (4) Assist the Human Resources Office in evaluating applicants, when appropriate;
- (5) Recommend appropriate changes to this plan, if required.

d. Individual technicians are responsible for:

- (1) Familiarizing themselves with the policies and procedures of this Merit Promotion & Placement Plan;
- (2) Assuring job application forms contain accurate and current information concerning qualifications, job-related training, and experience.

CHAPTER 2

EXCEPTIONS TO COMPETITION

2-1. PERSONNEL ACTIONS EXEMPT FROM COMPETITION.

a. Promotion due to issuance of new classification standards or the correction of a classification error;

b. Promotion resulting from a technician position being reclassified at a higher grade because of additional duties and responsibilities or the correction of a classification error when the following conditions are met:

(1) The technician continues to perform the same basic function(s) of the former position and the duties of the former position are administratively absorbed in the new position;

(2) The incumbent meets the qualification standards and any additional requirements for promotion; (i.e. minimum education, military compatibility, etc.)

c. Placement of over-graded technicians entitled to grade retention as a result of reduction-in-force (RIF), reclassification or management directed change-to-lower grade;

d. Reassignment of a technician from one position to another without promotion or change to lower grade , i.e., a same target grade position;

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e. Promotion when competition was held earlier (i.e., position advertised as a developmental position with known promotion potential);

f. Re-promotion to a grade (or an intervening grade) or a position from which a technician was demoted without personal cause and not at his or her request;

g. Temporary promotion or detail to a higher graded position or position with known promotion potential for 120 days or less;

h. Selection of a former technician from the Reemployment Priority List for a position at the same or lower grade than the one last held under guidelines of the Technician Personnel Regulation for Reduction-in-Force;

i. Reemployment in accordance with the Uniform Services Employment and Reemployment Act (USERRA). A technician exercising statutory reemployment rights following military service must be returned to his/her former position, or a position of like seniority, status, and pay;

j. Placement under provisions of the DOD Priority Placement Program;

k. Placement as corrective action directed by court decision, settlement agreement reached under authority of the Equal Employment Opportunity Commission (EEOC), Federal Labor Relations Authority (FLRA), U.S. Office of Personnel Management (OPM), the Department of Defense (DOD), or by direction of the HRO as result of a priority consideration when a candidate was not previously given proper consideration in a competitive action.

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l. Temporary appointments with a “not to exceed” date.

2-2. PRIORITY PLACEMENT OF OVER-GRADED TECHNICIANS.

a. A technician demoted as a result of a reduction-in-force, reclassification or management directed change-to-lower grade (without personal cause) is entitled to re-promotion as a priority placement for a period of two (2) years. Consideration of a technician entitled to priority placement for re-promotion must precede efforts to fill the vacancy by other means, including merit promotion. The HRO will keep a roster of all technicians entitled to priority placement. Placement offers will be made according to retention roster standing, unless other procedures are agreed to by labor and management representatives and certified by HRO. These technicians will be afforded priority placement as outlined below:

b. If a vacancy of equal or intervening grade occurs within the commuting area for which a technician in retained grade status is fully qualified, the technician will be offered the position. The technician must meet the full technician qualifications (and military requirements if dual-status) for the position. The priority placement offer will be made by the HRO in writing with a requirement for a response within five business days from receipt of the offer. Grade and pay retention will be terminated if the technician refuses an offer of a position equal to the technician’s retained grade. The technician must accept/decline the offer in writing. Failure to reply to an offer within the suspense period will constitute a declination of the offer.

c. If a vacancy occurs and there are no qualified, retained-grade eligible technicians within the commuting area, the position will be offered to qualified, retained-grade eligible technicians outside the commuting area before any other placement action. If a qualified, retained-grade technician refuses the offer of a position outside his/her commuting area, grade and pay retention will continue if otherwise eligible.

d. The HRO will notify technicians when they have been considered for priority placement but do not meet the qualification requirements for the position.

2-3. TEMPORARY PROMOTIONS.

a. Generally, a temporary promotion is the appropriate way to meet a situation requiring the temporary service of a technician in a higher graded position. Promoting a technician recognizes the increased responsibility and properly compensates him or her for the work being performed.

b. Uses of a temporary promotion.

(1) When management needs the duties of an established higher-graded position performed for a period of 30 days or more.

(2) Temporary promotions are appropriate when:

(a) Essential work must be accomplished while the incumbent technician is absent at management's request; for example, detailed or attending school.

(b) Essential work must be accomplished while the incumbent technician is on extended leave (military duty, personal leave of absence, sick leave, etc.).

(c) A position must be filled that has been obligated for a technician who is performing military service and is expected to return.

(d) Essential duties of a position vacated by a technician who has been promoted temporarily must be performed.

c. Competition is not required for temporary promotions of 120 days or less. Competitive vacancy announcement procedures will be used when the temporary promotion is planned to be in excess of 120 days (including prior time served in detail to the higher graded position or temporary promotion during the preceding 12 months).

d. If a promotion is filled as a temporary promotion with the possibility that the promotion could become permanent, the position will be advertised for competitive fill and the fact that the temporary action may lead to a permanent promotion must be made known to all potential applicants.

e. A technician selected for a temporary promotion must be given advance notice of the conditions and circumstances on which the promotion is granted. Before the temporary promotion is made effective, the selected technician must be provided the following:

(1) Explanation of why the promotion is temporary;

(2) Identification of the expected length of the promotion, and an advisory that it may be terminated at any time if management determines the services are no longer needed,

(3) Right to return to his/her current position when the temporary promotion ends, and;

(4) The circumstances under which the promotion can become permanent, if applicable.

f. Documentation of notice of these conditions will be acknowledged as received and understood by the signature of the technician to be promoted on the reverse side of the SF52 provided to the Human Resource Office requesting the temporary promotion.

g. Temporary promotions from non-supervisory to supervisory positions must be coordinated with HRO and labor.

2-4. DETAIL TO A HIGHER GRADED POSITION.

a. Details to a higher grade are discouraged. Short term supervisory absences should indicate either a temporary promotion or those duties should go to the next level of supervision. If necessary, details to a higher grade may be used when the assignment is for 30 days or less, or the full range of duties of the higher graded position will not be performed. For periods longer than 30 days Technicians should be temporarily promoted after coordination with the Human Resources Office. Employees should not be detailed from non-supervisory to supervisory positions.

b. All detail assignments one work day or longer will be recorded by the supervisor on the technician's Supervisor's Record Brief (previously the NGB Form 904-1) and may be initialed by the employee, or a SF 52. Details in excess of 30 days will be processed on Standard Form 52, "Request for Personnel Action," and maintained in the individual's Official Personnel File.

CHAPTER 3

POSITION ANNOUNCEMENT AND APPLICATION PROCEDURES

3-1. APPLICATION.

The procedures of this chapter will be used in filling all technician positions, unless:

- a. An exception to competition as identified in Chapter 2 is appropriate, or
- b. The position has been identified as a “Key Staff” position subject to the alternate certification procedures outlined in Chapter 7.

3-2. REQUEST TO FILL A VACANT TECHNICIAN POSITION.

a. All requests to fill technician positions must be initiated by or submitted through the appropriate selecting official to the Human Resource Office. Each request will require completion of the Standard Form (SF) 52, “Request for Personnel Action” and completion of an AGOH Form 690-52, “Request to Fill a Technician Vacancy.”

b. If the position has the capability of being filled by either a dual-status or non-dual status technician, the type of appointment requested must be specified. A vacant position may be advertised for a dual-status appointment or a non-dual status appointment, but not both concurrently. The availability of a non-dual status authorizations must be pre-coordinated with the Human Resource Office if that type of appointment is desired.

c. The requesting official (selecting official) will initiate the SF 52 in accordance with instructions outlined in Appendix A.

d. In addition, the requesting official must provide the following information on the AGOH Form 690-52 (Request to Fill a Technician Vacancy):

(1) Position Title, Position Description Number (if known), Grade and Organization Location of the position;

(2) Reason for vacancy (promotion, resignation, etc.). Identify name of previous incumbent (if appropriate) and date position is to be vacated (effective date of promotion, resignation, termination, etc.).

(3) Type of Appointment (dual or non-dual status);

(4) For dual-status position, identify the military requirements (e.g., officer, warrant or enlisted, flight status, military grade (minimum & maximum), security clearance requirement, and requirements to hold a compatible military position such as ASVAB, etc.);

(5) Identify if the position is a bargaining unit position.

(6) Identify the requested area of consideration (Permanent technicians, military members, nationwide). NOTE: If position is a bargaining unit position and the requested area of consideration is different from the standard area of consideration, pre-coordination between the selecting official and the appropriate union officer must be completed prior to submitting the request. See JPEC Policy Letter 08-02 (Appendix E) for procedures.

(7) Identify in the Remarks section any selective placement factors that should be considered;

(8) Identify if position can be filled by a trainee (developmental applicant) (explain in remarks – see paragraph 3-6). NOTE: Supervisory or managerial positions, as well as Small Shop Chief positions, may not be advertised as developmental positions.

(9) Provide any other information, such as special training, unusual working conditions, etc., relevant to fill of the position.

(10) Identify the military rank (if appropriate), name and telephone number of the selecting official.

e. Request for temporary limited employment will be accompanied by a detailed justification clearly identifying the basis for requesting a temporary appointment.

(1) A temporary “Not to Exceed” (NTE) appointment may be made outside competitive procedures if the appointment will not exceed one year. Selections for temporary appointments must meet the minimum qualifications for the position at the grade for which the appointee is employed.

(a) A temporary NTE position may or may not be advertised.

(b) A temporary (NTE) appointment does not confer permanent status. Temporary (NTE) appointments may be terminated with no notice when the position or the employee’s services are no longer needed.

(2) An indefinite appointment will be used when there is a need to fill a position expected to extend beyond one year, but the position is not available to be hired permanently. Normally this occurs when the position incumbent is on a leave-of-absence for duty in the uniform service.

(a) Competitive procedures must be used when filling a position on an indefinite basis unless there is an exception to competition as identified in paragraph 2-1. Competitively bid indefinite positions may be converted to permanent appointments if a permanent vacancy occurs.

(b) An indefinite appointment does not confer permanent status. Indefinite appointments may be terminated when the position or the employee’s services are no longer

required with a written notice from the HRO providing a minimum of 30 days notice of termination.

3-3. NON-DUAL STATUS TECHNICIAN POSITIONS.

a. Non-dual status positions may be filled using the procedures in 3-2 of this document.

b. Non-dual status Emergency Hire Appointments may be made IAW 5 CFR 213.104. Such appointments are temporary in nature and require close coordination with the HRO. Emergency Hires must be made in lieu of a Technician mobilized or deployed in support of operations in Iraq or Afghanistan.

3-4. PRIORITY PLACEMENT.

Requests to fill vacant technician positions will be subject to priority placement action prior to advertising the vacancy. See Chapter 2.

3-5. TECHNICIAN POSITION VACANCY ANNOUNCEMENTS.

a. Vacancy announcements will be posted at the HR offices in the Adjutant General's Department and at headquarter facilities throughout the Ohio National Guard to ensure visibility throughout the advertised area of consideration. All technician announcements will also be published on the official Ohio National Guard web page. A link to 'Jobs' will be accessible from <http://www.ong.ohio.gov/jobs/Jobs.asp>. Announcements will normally be opened for a minimum of thirty (30) calendar days. Requests for bargaining unit position announcements less than 30 calendar days will require selecting official coordination with the labor organization and approval by the HRO.

b. In limited circumstances, an open-ended announcement may be issued for a type of position that has a high level of turnover and/or is known to be difficult to fill. The open-ended announcement will contain instructions regarding application and evaluation/selection procedures. The use of this type announcement for bargaining unit positions will be coordinated with the labor organization prior to advertising

c. Announcements will contain the following information:

(1) Announcement number, along with the title, series, grade, and salary range of the position;

(2) Type of appointment – dual status or non-dual status;

(3) Military requirements such as grade (officer, warrant officer, enlisted), ASVAB scores, and military compatibility. Applicants must be eligible to meet the military requirements of the position in order to be considered for selection. Applicants must meet the required grade and military position compatibility upon appointment or promotion, and must be able to meet the Branch/MOS/AFSC requirements within a reasonable amount of time of appointment or promotion.

- (4) Organization and geographic location of the position;
- (5) Closing date, and specific instructions for submitting an application;
- (6) A statement that the position may be filled at a specific grade less than the authorized grade, if applicable;
- (7) Information regarding known promotion potential, if applicable;
- (8) Special conditions of employment, or developmental training, if applicable;
- (9) Information regarding other concurrent announcements for the same vacancy;
- (10) Area of consideration;
- (11) Qualification requirements for the position, to include general and/or specialized experience, knowledge, skills and abilities (KSA) and other required personal characteristics (selective placement factors, such as security clearance or driver's license, etc);
- (12) Required application forms;
- (13) Brief summary of duties;
- (14) Equal employment opportunity statement.

3-6 DEVELOPMENTAL POSITIONS.

a. A selecting official may request a position be advertised for fill at less than the full performance level under the following conditions:

(1) To avoid the need to re-advertise the position when there is reasonable basis to believe there would be insufficient qualified candidates at the full performance level to make a competitive selection practical, or

(2) To recruit candidates in support of Ohio National Guard diversity goals in accordance with affirmative employment plan initiatives, or

(3) To provide opportunities in support of upward mobility within the current technician program.

b. A Statement of Difference will be prepared by the Human Resource Office prior to announcing the position at multiple levels to properly document the duties and qualifications appropriate at each grade level. Qualifications will be developed for each grade level and shown on the vacancy announcement.

c. The Human Resource Office will include qualifications for each grade level on the advertisement to provide identifiable criteria for applicant to determine qualification eligibility.

d. The following positions may not be advertised as developmental:

(1) Supervisor or managerial positions.

(2) Small Shop Chief Positions

3-7. AREA OF CONSIDERATION.

a. **NON-BARGAINING UNIT POSITIONS.** The area of consideration for each technician position vacancy announcement will be determined by the HRO, in coordination with the selecting official, to ensure the receipt of sufficient highly qualified candidates. The type of position, availability of candidates, position qualifications, budgetary limitations, and military compatibility requirements will be considered in determining the area of consideration.

b. **BARGAINING UNIT POSITIONS.** Technician positions that represent career advancement opportunities for members of the technician workforce will normally be initially advertised to permanent technicians of the appropriate service component. If it is determined necessary to limit the initial area of consideration to a smaller group of candidates, expand the area of consideration to a larger group of candidates, or use a dual area of consideration, the selecting official requesting the adjusted area of consideration is obligated to coordinate this request with the labor organization prior to submitting the request to the Human Resource Office. If the labor organization does not agree that sufficient basis exist to modify the standard area of consideration, the issue will be referred to the HRO for review and resolution in accordance with procedures identified in JPEC Policy Letter 08-02. In general:

(1) The initial area of consideration for announcing bargaining unit positions will be to all permanent technicians of the appropriate service (either Ohio Army or Air National Guard);

(2) Exceptions to this standard area of consideration will require the identification of a validated personnel management consideration necessitating an adjusted area of consideration;

(3) The area of consideration for individual technician vacancy announcements may be modified by mutual consent of the selecting official and labor organization with HRO concurrence.

3-8. APPLICATION PROCEDURES.

The application is the basic document by which the individual's qualification for the position is determined. A complete application must include relevant education and current employment experience, to include military duty assignments, qualifications, and training (when applicable). Complete and accurate information is essential to ensure a fair and competitive

evaluation of candidates. Applicants must refer to the instructions printed on the vacancy announcements to identify requirements for completing an application. No candidate (including current Ohio National Guard technicians) will be considered for a competitively advertised technician position unless an application identifying education and experience meeting the minimum qualifications for the position is submitted. All periods of employment and unemployment during the past ten years should be addressed in the application.

a. Applicants may apply using:

(1) A completed Optional Application for Federal Employment, OF 612. The ONG Supplement to Application for Federal Employment, attached to each Technician Vacancy Announcement, should be completed to identify prior military service (active duty, Reserve or National Guard), rank, and MOS/AFSC for dual-status applicants; or

(2) A comprehensive resume, as prescribed by the Office of Personnel Management (OPM), including the information required in the OF 612 and Supplement described above.

b. Applicants must specifically address how they possess each of the KSA(s) identified in the position advertisement to receive full credit for their experience and training. The applicant is responsible to ensure the application is complete, accurate and submitted in accordance with the advertised criteria. Simply restating the KSA's will not meet this requirement.

c. Applicants must submit original and/or copies of college transcripts when substituting education for experience, or when identified as required for career fields that have specific education requirements. Credit for post-secondary education will not be given unless transcripts are provided.

d. Applications for positions advertised at multiple grade levels (developmental position) must indicate the lowest grade the applicant is willing to accept. Applicants will not be considered for positions lower than the lowest grade indicated.

e. Applicants not currently appointed or commissioned, applying for a position requiring officer status, must submit evidence of eligibility for appointment or commission.

f. Any additional documentation submitted that is not required as identified on the technician vacancy announcement (e.g., position descriptions, performance evaluations, letters of recommendation, certificates of training, etc.) will not be used to certify applicants as minimally qualified.

g. Applications may be submitted by e-mail, facsimile, postal mail, or hand-delivered to the HRO. Submission of an application in a government envelope or using government postage is prohibited. Applications must be received no later than 1600 hours on the closing date specified on the vacancy announcement to be considered for the position. Timely submission of applications is the applicant's responsibility.

h. E-mail applications will be sent to hroapps@ng.army.mil with a subject line of "Job Application". Electronic applications or attachments must be in Microsoft Word, Acrobat Reader, or plain text format. Applications or attachments which are unreadable or cannot be opened will not be accepted or considered. Fax applications will be sent to (614) 336-7052, DSN 346-7052. It is the applicant's responsibility to ensure all documents are received and readable. The HRO is not responsible for any malfunctions when using electronic means to transmit job applications. Applicants may verify receipt of their application telephonically.

i. Technicians whose absence may preclude them from applying for a vacancy may have another individual submit their application; however, the individual applicant is responsible for providing an accurate application for this purpose. Employees scheduled for extended TDY may review vacancy announcements at <http://www.ong.ohio.gov/jobs/Jobs.asp>, or if internet access is not available, request their supervisor forward vacancy announcements and blank application forms to their TDY address. If the supervisor is unavailable, employees may request the HRO to forward this information. Employees are responsible to provide a self-addressed stamped envelope for each announcement for which they are interested. Employees must provide sufficient information to allow the supervisor/HRO to determine which announcements are to be forwarded. The Adjutant General's Department is not responsible for such things as incorrect addresses or mail that is lost, delayed, or undeliverable.

CHAPTER 4

PROCESSING APPLICATIONS

4-1. ELIGIBILITY FOR ADVERTISED POSITIONS.

The HRO staffing specialist will review all applications to determine eligibility based on evidence provided within the submitted application that the candidate meets or exceeds the advertised minimum qualifications for the position. Only information submitted in the application will be considered in an assessment of the qualification and eligibility of the candidate. Applicants must meet the general and specialized experience requirements, any selective placement factors and positive education requirements identified in the technician vacancy announcement. Applicants who meet the minimum qualifications will be considered eligible for competitive selection. For positions advertised at multiple grade levels, (e.g., developmental), the staffing specialist will also indicate the grade level for which each applicant is qualified. Applicants who do not meet the minimum qualifications for the position will be rated as not qualified and notified by the Human Resource Office in writing.

4-2. MILITARY GRADE REQUIREMENTS.

Dual status position applicants must meet the military grade eligibility, as advertised, and be eligible to be assigned to a compatible military position at the time of application. Military grade inversion is not permitted. Determination of eligibility for appointment or commission as an officer will be made by the appropriate Military Personnel Officer. Applicants may be required to provide certification of eligibility to meet military grade requirements.

4-3. SELECTIVE PLACEMENT FACTORS.

Selective placement factors are knowledge, skills and abilities (KSA) or other personal characteristics essential for satisfactory performance of the technician position the selecting official needs to announce. These factors are not necessarily required of all other jobs of the same type, represented by the overarching position description. The standard KSA(s) will be identified in the technician vacancy announcement along with those selective placement factors that will be considered in evaluating candidates for qualification eligibility. The KSA requirements and identified selective placement factors will be the factors used to assess minimum qualifications and are the principal ranking factors used to determine the best-qualified candidates. Applicants should specifically address each of the KSA(s) and all selective placement factors identified in the position announcement in their application. Applicants must go beyond simply copying the KSAs and selective placement factors into their application. Applicants must show in the application how they meet or exceed the KSAs and selective placement factors.

4-4 CONDITIONS OF EMPLOYMENT.

Conditions of employment are those requirements of the position which are necessary in order to perform duties of the position (e.g., security clearance, medical/physical requirements and

specialized education). In addition, positions may have established requirements which must be met for continued retention (e.g., developmental training). When either of these type requirements has been established, they will be included in the position announcement.

a. Security Requirement. An announcement for a technician position requiring a specialized level of security clearance for entry into the position will identify that requirement in the announcement. Applicants must provide information to verify they possess the security clearance.

b. Training Requirement. Applicants for a technician position with an identified developmental training requirement will be informed in advance of selection for the position that failure to complete the required course(s) will be cause for removal from the position. Upon selection, the applicant will be required to submit a written statement indicating that he/she understands the requirement to satisfactorily complete the appropriate course(s) or be removed from the position.

c. Medical/Physical Requirement. Applicants must meet any medical standards or physical requirements identified as a requirement to hold the position.

4-5. APPLICANT EVALUATION PROCEDURES.

All qualified applicants for an advertised bargaining unit position will be certified concurrently to the selecting official. When there are more than ten qualified applicants, the Selecting Official may request the Human Resources Office to establish a ranking panel to evaluate the qualified applications and determine which represent the best qualified. The ranking panel will include both personnel staffing and a functional area expert appointed by the appropriate senior management official. Only the ten best-qualified applicants will be certified to the selecting official.

CHAPTER 5

REFERRAL AND SELECTION PROCEDURES

5-1. REFERRAL OF APPLICANTS.

Following the determination of basic eligibility and evaluation of applicants as outlined in Chapter 4 (and Appendix G, if applicable), the Human Resource Office will:

- a. Notify applicants not meeting the minimum qualifications.
- b. Notify applicants who were qualified, but not referred on the certification list among the best-qualified for selection consideration. (According to the procedures in Appendix G).
- c. Certify to the selecting official all qualified applicants. The order of applicants on the Referral and Selection Certificate will be alphabetical order.

(1) Referral and Selection Certificates (identifying eligible applicants for a particular announced position) will be valid for a period of 30 days, unless an extension is requested from and approved by the HRO. If a selection is not made within 30 days, the HRO will notify the selecting official that the certificate is canceled. The selecting official will be required to return the selection package and re-initiate the request to fill the vacant position. The Human Resource Office will notify applicants the position fill action has been cancelled.

(2) REUSE OF A REFERRAL AND SELECTION CERTIFICATE. A selecting official may reuse a Referral and Selection Certificate from which a previous candidate was selected only if (1) the position to be filled has the same title, series, grade and is located in the same organization and geographic location as the position for which the certificate was initially issued, and (2) the certificate is not more than 90 days old from the date of issue by the Human Resource Office.

- d. Provide the selecting official a copy of the instructions found at Appendix C of this Plan and access to this Plan.

5-2. PROCEDURES FOR THE SELECTING OFFICIAL.

a. Upon receipt of a Referral and Selection Certificate for an announced position, the selecting official must review policies for planning and conducting interviews as provided in Appendices C and D, and read and understand responsibilities and procedures required as identified in Chapter 5 of this Merit Placement Plan. It is the responsibility of the selecting official, or his/her designated representative, to ensure each member of the interview team is provided access to the materials in Appendices C and D prior to conducting interviews.

b. Upon receipt of the Referral and Selection Certificate, the selecting official will initiate the process of interviewing eligible applicants to identify a recommended selection. If the selection certificate contains only one eligible applicant, the selecting official may recommend

the lone applicant for selection without an interview or re-announce the position to a wider area of consideration. For bargaining unit vacancies, the selecting official must ensure the local labor official has been notified. If the selecting official chooses to re-announce the vacancy, the initial position advertisement will be cancelled and the single applicant advised that his/her application may be transferred to the re-advertised position upon request. Whenever there are two (2) or more qualified applicants certified for selection (including the combined total of certified applicants for a technician and AGR position announced concurrently), the selecting official will be required to conduct interviews and attempt to make a selection. All applicants certified as eligible for consideration will be interviewed unless an applicant declines or withdraws.

c. The selecting official will appoint an interview team to assist in the interview and evaluation of all applicants to be interviewed. The selecting official will either act as the interview team chief or appoint a management representative with appropriate knowledge of the position requirements to act as the interview team chief. The interview team will be composed of at least three members. The selecting official, or a designated representative, will function as the interview team chief. One or more subject matter experts, at or above the grade of all applicants, will be identified.

(1) For bargaining unit positions, a labor representative will be identified by the labor organization for full participation on the interview team. Roles and responsibilities of the interview team will be in accordance with policies identified in JPEC Policy Letter 08-05 (Appendix D).

(2) The selecting official will ensure that the interview team includes, at a minimum, one female and one minority representative. This will be the requirement regardless of the gender, race or ethnicity of the certified applicants. Requests for waiver of this requirement will require Army or Air Command (as appropriate) concurrence and will be submitted to the HRO with a clear justification prior to conducting interviews.

(3) Interview dates must be identified with sufficient lead-time to coordinate the schedules of the interview team members, and will take place during duty hours unless extenuating circumstances apply. Interview team members will be scheduled to ensure availability for interview duty. The designated labor representative (when appropriate) will be provided official time to prepare for and participate in the interview. Prospective employees will be expected to arrange their own schedules to interview for advertised positions.

(4) Every reasonable effort must be made to conduct personal interviews with all applicants. If a personal interview is not possible, telephone interviews should be conducted. Reasonable effort must be made to contact the applicants. Should the selecting official be unable to contact an applicant after several attempts, he/she may proceed with the interview process. A record of the dates and times of the attempts to notify the applicant will be included on the return endorsement of the certificate to the HRO.

d. The selecting official must identify the criteria to be used by the interview team to evaluate applicants and ensure the team understands the criteria. The evaluation and selection of all applicants will be conducted with reference only to job-related, merit-based factors. However,

when the relative assessment of applicants using merit-based factors alone does not result in a clear selection, consideration of the organization's diversity goals may be used as a tie-breaker in arriving at a final selection.

(1) Employment references. The selecting official, or the designated interview team chief, may make employment inquiries of previous employers or supervisors of applicants. If employment inquiries are made, inquiries will be made concerning all applicants, and the results of the inquiries will be shared with the interview team prior to completing the evaluation and formulation of an interview team recommendation for selection. Derogatory reference information related to work habits, conduct or other employment suitability factors may be considered to mitigate the experience, knowledge and skills of an applicant in the evaluation. Additionally, first-hand knowledge of applicants' work habits and capabilities are valid considerations.

(2) Selecting officials, or their designees, must review the interview questions and expected responses with all interview team members prior to conducting the interviews.

(3) Selecting officials should refer to the 'Guidelines for Conducting an Effective Job Interview,' at Appendix F as a reference for planning and conducting interviews. (The Guide to Interviewing and Selection will be updated after publication of this plan and subsequently published).

e. The interview team will function with the intent of achieving consensus in a recommendation to the selecting official derived through a fair, merit-based interview process. The selecting official is entitled to make a selection from among any of the applicants; however, a selection that differs from the consensus recommendation of the interview team or a non-selection from the certified list of eligible candidates will require justification to be submitted to the HRO. For bargaining unit positions, the labor-management coordination items will be completed as identified in JPEC Policy Letter 08-05 (Appendix D), when applicable.

f. The selecting official, or designated interview team chief, will maintain the interview notes and these will become part of the placement record. When a selection has been identified, the selecting official will turn all forms and notes used in the interview along with the completed selection package into the Human Resource Office. The Standard Form 52, "Request for Personnel Action," must be completed as indicated in Appendix A of this plan, and the selection certificate must be annotated, signed and dated.

g. Completed selection packages are subject to review to ensure selection procedures were in accordance with merit principles and no prohibited personnel practices were involved. The selection is not final until the selection has been administratively approved by the Human Resource Office staffing function. The selecting official will be notified when the final approval has occurred. The selecting official and interview team participants are not authorized to release the proposed selectee's name prior to administrative approval from the Human Resource Office.

(1) Team members will conduct themselves in a professional manner throughout all phases of the interview and evaluation process. Personal information regarding applicants must

be treated as protected information, and discussions within the interview team evaluation process will be treated as confidential.

(2) Completed selection packages may be reviewed by the State Equal Employment Manager (SEEM), the HRO, and the Chief of Staff-Army or Director of Staff-Air as appropriate. An Equal Employment Opportunity (EEO) review will be conducted on a random sampling of completed selection packages as a standard business practice. However, any reported or suspected irregularity in the selection process will trigger an EEO and/or Command review of the selection process.

(3) Final authority for appointments, promotions, etc, resides with the Adjutant General and is delegated to the Director of Human Resources or his/her designated representative.

5-3. NOTIFICATION.

After the EEO and/or administrative review (as appropriate) is complete, approval of the selecting official's tentative selection and notification procedures will be as follows:

a. The Human Resource Office staffing function will contact the selecting official and authorize him or her to notify the selected candidate and inform all other applicants of their non-selection.

b. The selecting official will contact the selected candidate and offer the position. If the candidate accepts, the selecting official will advise the candidate the selection is to remain confidential until the non-selected candidates have been notified. If the candidate does not accept the offer, the selecting official may offer the position in turn to the next most qualified candidate as identified in the interview process and approved by staffing. The selecting official will then notify the non-selected candidates by telephone, email or letter, prior to releasing the name of the selected candidate if possible. The selecting official should document all notifications.

(1) Non-selected applicants may request an out-briefing on their performance during the interview process.

(2) In those cases, the selecting official will coordinate a face-to-face or telephonic feedback follow-up with the interview team. The feedback will cover the interview team evaluation of the merits and deficiencies of that employee only. The performance of other applicants and the overall ranking of the applicants will not be disclosed.

b. For dual-status positions, the selecting official must notify the appropriate military personnel office of military assignment requirements to a compatible military position, and ensure any military personnel action is documented.

c. The Human Resource staffing function will inform the immediate supervisor and/or the selectee when the proposed personnel action is approved, and initiate Standard Form 50, Notification of Personnel Action to effect promotion/placement action.

5-4. START DATE.

The effective date for new appointment actions will be the first day of each biweekly pay period. If the selectee is currently an on-board technician, the gaining supervisor must coordinate a start date with the losing supervisor allowing the technician to assume his/her new position as soon as practicable. The gaining supervisor must keep the HRO informed when this situation arises. Release will normally be within two weeks after selection unless a later effective date is coordinated with the Human Resource Office. Disputes over a release date will be resolved by the Director of Human Resources.

CHAPTER 6

PLACEMENT/PROMOTION RECORDS

6-1. PURPOSE.

The Human Resource Office will maintain complete placement and promotion records to:

- a. Provide a clear record of placement and promotion actions;
- b. Enable evaluation of the merit placement program;
- c. Provide proof that merit placement actions are being made on a fair and equitable basis in accordance with this plan.

6-2. RECORDS REQUIRED.

Sufficient records are required to allow reconstruction of the placement action. As a minimum, the following information and forms will be retained in the record:

- a. Copy of the vacancy announcement (or copy of qualification screening requirements for alternate certification of a 'key staff' position);
- b. List of all applicants names (NGB Form 300-2);
- c. Applications of unsuccessful applicants;
- d. Forms used in the evaluation and rating process;
- e. Referral and Selection Certificate with selecting official's endorsement;
- f. Record of priority placement lists having been cleared.
- g. Documentation provided by selecting official to justify selection.
- h. Copy of the Request for Personnel Action, SF-52

6-3. DURATION.

The complete placement/promotion package will be maintained for a minimum of two years. If a grievance or complaint is pending, the package will be maintained until resolution.

6-4. PRIVACY PROTECTION.

Information relating to individual placement actions or to the applicant will not be discussed with or shown to unauthorized individuals. Supervisors and personnel specialists participating in merit placement actions will not disclose the details of their work to unauthorized persons.

a. An employee is not entitled to review information regarding another employee without the written consent of the other employee.

b. Merit promotion records may be disclosed to officials of labor organizations when relevant and necessary in the performance of their duties as exclusive representatives of the bargaining unit. In these circumstances, access to records will be provided within the Human Resource Office under staff supervision, and the union official will be advised that no employee is entitled to review any other employee's records nor may the union official disclose such information without the written consent of the employee whose records are being reviewed.

CHAPTER 7

RESERVED FOR FUTURE USE

RESERVED

RESERVED

RESERVED

CHAPTER 8

GRIEVANCES AND COMPLAINTS

8-1. GRIEVANCES.

An applicant who believes that proper procedures were not followed in a placement or promotion action for which they were an applicant may submit a grievance under Agency Administrative or Collective Bargaining Negotiated grievance procedures, as applicable. A grievance will not be considered when it is based solely on an objection to being non-selected. Complaints must be timely in order to preserve the rights of other applicants. A grievance must be presented within the time limitations established under applicable grievance procedures.

8-2. DISCRIMINATION COMPLAINTS.

Allegations of discrimination because of race, color, religion, sex, age, handicapping condition, or national origin made during any phase of a selection process will be considered under Ohio National Guard discrimination complaint procedures. Individuals should contact the State Equal Employment Office for information and procedures on filing a complaint. A discrimination complaint will not normally be processed if presented beyond the time limitations provided in the discrimination complaint procedures.

8-3 OTHER COMPLAINTS.

Other complaints or inquires, including those made by non-technician candidates, should be directed to the Director for Human Resources. All such inquires will be considered and every effort made to resolve the complaints.

8-4. COMMENTS OR SUGGESTIONS..

Users of this plan are invited to send comments and suggested improvements to the Director for Human Resources, 2825 West Dublin Granville Road, Columbus, Ohio 43235-2789.

FOR THE ADJUTANT GENERAL:

///S///

MICHAEL ORE
COL. MP, OHARNG
Director of Human Resources

DISTRIBUTION: "Special"
(1 ea. Tech Supv)
(1 ea. Mil Dept. Activity/Organization)

APPENDIX A (1 of 4)

Standard Form 52
Rev. 7/01
U.S. Office of Personnel Management
FPM Supp. 298-33, Subch. 3

REQUEST FOR PERSONNEL ACTION

PART A - Requesting Office (Also complete Part B, Items 1, 7-22, 32, 33, 36, and 39.)

1. Action Requested: **REQUEST FOR FILL**

2. Request Number: _____

3. For Additional Information Call (Name and Telephone Number): **SPC JOHN DOE** 777-777-7777

4. Proposed Effective Date: _____

5. Action Requested By (Typed Name, Title, Signature, and Request Date): **SPC JOHN DOE SIGNATURE** 5/29/2009

6. Action Authorized by (Typed Name, Title, Signature, and Concurrence Date): **LT JANE SMITH SIGNATURE** 5/29/2009

7. SUPERVISOR: _____ HR. SUP: _____

PART B - For Preparation of SF 50 (Use only codes in FPM Supplement 292-1. Show all dates in month-day-year order.)

1. Name Last, First, Middle: _____ 2. Social Security Number: _____ 3. Date of Birth: _____ 4. Effective Date: _____

FIRST ACTION **SECOND ACTION**

5-A. Code 5-B. Nature of Action: _____ 6-A. Code 6-B. Nature of Action: _____

5-C. Code 5-D. Legal Authority: _____ 6-C. Code 6-D. Legal Authority: _____

5-E. Code 5-F. LEO: _____ 6-E. Code 6-F. Legal Authority: _____

7. FROM: Position Title: _____ 8. TO: Position Title and Number: _____

8. Pay Plan 9. Occ. Cont'd. Date: _____ 10. Pay Grade: _____ 11. Pay Rate: _____ 12. Pay Step: _____ 13. Pay Step: _____ 14. Pay Step: _____ 15. Pay Step: _____ 16. Pay Step: _____ 17. Occ. Code: _____ 18. Step or Rate: _____ 19. Total Salary/Award: _____ 20. Pay Base: _____

12A. Basic Pay: _____ 12B. Locality Adj.: _____ 12C. Ad. Basic Pay: _____ 12D. Other Pay: _____

14. Name and Location of Position: _____ 17. Name and Location of Position's Organization: _____

EMPLOYEE DATA

23. Veterans Preference: 1 - None 2 - 5-point 3 - 10-Point/Disability 4 - 10-Point/Comparable 5 - 10-Point/Other 6 - 10-Point/Compensated/50%

24. Tenure: 0 - None 1 - Permanent 2 - Conditional 3 - Interim

25. Agency Use: _____

26. Veterans Pref. for RIF: YES NO

27. REGU: _____

28. Account Indicator: _____

29. Pay Rate Determinant: _____

30. Retirement Plan: _____ 31. Service Comp. Date (same): _____ 32. Work Schedule: _____ 33. Part Time Hours for Biweekly Pay Period: _____

POSITION DATA

34. Position Occupied: 1 - Competitive Service 2 - General Service 3 - SES General 4 - SES Career

35. RLSA Category: 1 - General 2 - Special 3 - Reserve

36. Appropriation Code: _____

37. Requiring Unit Status: _____

38. Duty Station Code: _____ 39. Duty Station (City - County - State or Overseas Location): _____

40. Agency Data: 41. _____ 42. _____ 43. _____ 44. _____

45. Educational Level: _____ 46. Year Degree Attained: _____ 47. Academic Discipline: _____ 48. Functional Class: _____ 49. Citizenship: 1 - USA 0 - Other _____ 50. Veterans Status: _____ 51. Supervisory Status: _____

PART C - Reviews and Approvals (Not to be used by requesting office.)

1. Office/Function	Initial/Signature	Date	Office/Function	Initial/Signature	Date
A.			D.		
B.			E.		
C.			F.		

2. Approval: I certify that the information entered on this form is accurate and that the proposed action is in compliance with statutory and regulatory requirements.

Signature: _____ Approval Date: _____

CONTINUED ON REVERSE SIDE **OVER** Editions Prior to 7/91 Are Not Usable After: 8/30/93 NSN 7540-01-333-6238

Sample Request for Fill (Front of SF-52)

APPENDIX A (2 of 4)

PART D - Remarks by Requesting Office
 (Note to Supervisors: Do you know of additional or conflicting reasons for the employee's resignation/retirement? If "YES", please state these facts on a separate sheet and attach to SF 52.) YES NO

Military Unit, Para/Line,
 MOS/AFSC, Security
 Clearance Required, and
 Other Restrictions.

PART E - Employee Resignation/Retirement

Privacy Act Statement

You are requested to furnish a specific reason for your resignation or retirement and a forwarding address. Your reason may be considered in any future decision regarding your re-employment in the Federal service and may also be used to determine your eligibility for unemployment compensation benefits. Your forwarding address will be used primarily to mail you copies of any documents you should have or any pay or compensation to which you are entitled.

This information is requested under authority of sections 301, 3301, and 8506 of title 5, U.S. Code. Sections 301 and 3301 authorize OPM and agencies to issue regulations with regard to employment of individuals in the Federal service and their records, while section 8506 requires agencies to furnish the specific reason for termination of Federal service to the Secretary of Labor or a State agency in connection with administration of unemployment compensation programs.

The furnishing of this information is voluntary; however, failure to provide it may result in your not receiving: (1) your copies of those documents you should have; (2) pay or other compensation due you; and (3) any unemployment compensation benefits to which you may be entitled.

1. Reasons for Resignation/Retirement (NOTE: Your reasons are used in determining possible unemployment benefits. Please be specific and avoid generalizations. Your resignation/retirement is effective at the end of the day - midnight - unless you specify otherwise.)

2. Effective Date	3. Your Signature	4. Date Signed	5. Forwarding Address (Number, Street, City, State, ZIP Code)

PART F - Remarks for SF 50

Sample Request for Fill (Back of SF-52)

APPENDIX A (3 of 4)

Standard Form 52
Rev. 7/91
U.S. Office of Personnel Management
FPM Series 296-33, Subch. 3

REQUEST FOR PERSONNEL ACTION

PART A - Requesting Office (Also complete Part B, Items 1, 7-22, 32, 33, 36, and 39.)

1. Action Requested
APPOINTMENT

2. Request Number

3. For additional information call (name and telephone number)
SFC JOHN DOE 777-777-7777

4. Proposed Effective Date
1 JUNE 09

5. Action Requested By (Typed Name, Title, Signature, and Request Date)
SFC JOHN DOE SIGNATURE 5/29/2009

6. Action Authorized by (Typed Name, Title, Signature, and Concurrence Date)
LT JANE SMITH SIGNATURE 5/29/2009

PART B - For Preparation of SF 50 (Use only codes in FPM Supplement 292-1. Show all dates in month-day-year order.)

1. Name (Last, First, Middle)
2. Social Security Number
3. Date of Birth
4. Effective Date

FIRST ACTION				SECOND ACTION							
5-A. Code	5-B. Nature of Action	6-A. Code	6-B. Nature of Action	6-C. Code	6-D. Legal Authority	6-E. Code	6-F. Legal Authority				
5-C. Code	5-D. Legal Authority	6-C. Code	6-D. Legal Authority	6-E. Code	6-F. Legal Authority						
5-E. Code	5-F. Legal Authority	6-E. Code	6-F. Legal Authority								
7. FROM: Position				15. TO: Position Title and Number							
8. Pay Plan	9. Occ. Code	10. Grade or Level	11. Step or Rate	12. Total Salary	13. Pay Basis	16. Pay Plan	17. Occ. Code	18. Grade or Level	19. Step or Rate	20. Total Salary/Award	21. Pay Basis
12A. Basic Pay	12B. Locality Adj.	12C. Adj. Basic Pay	12D. Other Pay	20A. Basic Pay	20B. Locality Adj.	20C. Adj. Basic Pay	20D. Other Pay				
14. Name and Location of Position				22. Name and Location of Position's Organization							

EMPLOYEE DATA

23. Veterans Preference
1 - None 2 - 5-Point 3 - 10-Point/Disability 4 - 10-Point/Compensable 5 - 10-Point/Other 6 - 10-Point/Compensable/30%

24. Tenure
0 - None 1 - Permanent 2 - Conditional 3 - Indefinite

25. Agency Use

26. Veterans Pref for RIF
YES NO

27. FEGLI

28. Annuitant Indicator

29. Pay Rate Determinant

30. Retirement Plan

31. Service Comp. Date (Leave)

32. Work Schedule

33. Part Time Hours Per Week/ Pay Period

POSITION DATA

34. Position Occupied
1 - Competitive Service 2 - Excepted Service 3 - SES General 4 - SES Career

35. FLSA Category
E - Exempt W - Nonexempt

36. Appropriation Code

37. Bargaining Unit Status

38. Duty Station Code

39. Duty Station (City - County - State or Overseas Location)

PART C - Reviews and Approvals (Not to be used by requesting office.)

1. Office/Function	Initials/Signature	Date	Office/Function	Initials/Signature	Date
A.			D.		
B.			E.		
C.			F.		

2. Approval: I certify that the information entered on this form is accurate and that the proposed action is in compliance with statutory and regulatory requirements.

Signature Approval Date

CONTINUED ON REVERSE SIDE 52-118 OVER Editions Prior to 7/91 Are Not Usable After 6/30/93 NSN 7540-01-333-6239

Sample Appointment SF-52

APPENDIX A (4 of 4)

Standard Form 52
Rev. 7/91
U.S. Office of Personnel Management
FPM Supp. 296-33, Subch. 3

REQUEST FOR PERSONNEL ACTION

PART A - Requesting Office (Also complete Part B, Items 1, 7-22, 32, 33, 36, and 39.)

1. Action Requested
PROMOTION

2. Request Number

3. For Additional Information Call (Name and Telephone Number)
SFC JOHN DOE 777-777-7777

4. Proposed Effective Date
1 JUNE 09

5. Action Requested By (Typed Name, Title, Signature, and Request Date)
SFC JOHN DOE SIGNATURE SUPERVISOR 5/29/2009

6. Action Authorized by (Typed Name, Title, Signature, and Concurrence Date)
LT JANE SMITH SIGNATURE HR. SUP. 5/29/2009

PART B - For Preparation of SF 50 (Use only codes in FPM Supplement 292-1. Show all dates in month-day-year order.)

1. Name (Last, First, Middle)

2. Social Security Number

3. Date of Birth

4. Effective Date

FIRST ACTION 5.A. Code | **SECOND ACTION** 6.A. Code | 6.B. Nature of Action

7. FROM: POSITION TITLE AND NUMBER

8. TO: POSITION TITLE AND NUMBER

8. Pay Plan | 9. Loc. Code | 10. Grade or Level | 11. Step or Rate | 12. Total Salary/Award | 13. Pay Basis

12A. Basic Pay | 12B. Locality Adj. | 12C. Adj. Basic Pay | 12D. Other Pay

14. Name and Location of Position's Org.

15. Name and Location of Position's Organization

EMPLOYEE DATA

23. Veterans Preference: 1 - None, 2 - 5-Point, 3 - 10-Point/Disability, 4 - 10-Point/Compensable, 5 - 10-Point/Other, 6 - 10-Point/Compensable/30%

24. Tenure: 0 - None, 1 - Permanent, 2 - Conditional, 3 - Indefinite

25. Agency Use

26. Veterans Prof for RIF: YES/NO

27. FEGLI

28. Annuitant Indicator

29. Pay Rate Determinant

30. Retirement Plan

31. Service Comp. Date (Leave)

32. Work Schedule

33. Part Time Hours Per Biweekly Pay Period

POSITION DATA

34. Position Occupied: 1 - Competitive Service, 2 - Occupied Service, 3 - SES General, 4 - SES Career

35. RSA Category: E - Exempt, N - Nonexempt

36. Appropriation Code

37. Bargaining Unit Status

38. Duty Station Code

39. Duty Station (City - County - State or Overseas Location)

PART C - Reviews and Approvals (Not to be used by requesting office.)

1. Office/Function	Initials/Signature	Date	Office/Function	Initials/Signature	Date
A.			D.		
B.			E.		
C.			F.		

2. Approval: I certify that the information entered on this form is accurate and that the proposed action is in compliance with statutory and regulatory requirements.

Signature: _____ Approval Date: _____

CONTINUED ON REVERSE SIDE 52-118 OVER Editions Prior to 7/91 Are Not Usable After 6/30/93 NSN 7540-01-333-6239

FROM: OFFICIAL POSITION DESCRIPTION TITLE, NUMBER, SPMD NO., & FAC

TO: OFFICIAL POSITION DESCRIPTION TITLE, NUMBER SPMD, NO. & FAC

INFORMATION FOUND IN OFFICIAL POSITION DESCRIPTION

Sample Promotion SF-52

APPENDIX B (1 of 2)

MERIT ANNOUNCEMENT REQUEST, July 2009

(Staple to SF 52, Request for Fill)

POSITION TITLE/GRADE: _____

UNIT AND OFFICIAL ADDRESS OF VACANCY

VACANCY DUE TO:

	NAME	EFFECTIVE DATE
REASSIGNMENT OF:	_____	_____
PROMOTION OF:	_____	_____
TERMINATION OF:	_____	_____
LWOP OF:	_____	_____
OTHER:	_____	_____

TYPE OF ANNOUNCEMENT

- PERMANENT
- INDEFINITE (Reason): _____
- TEMPORARY, NTE _____
- DEVELOPMENTAL (Reason): _____

BARGAINING UNIT POSITION* Yes No

DURATION OF ANNOUNCEMENT

- 30 DAYS (Standard)
- 15 DAYS
- _____ DAYS

AREA OF CONSIDERATION: ARMY AIR

- EXCEPTED TECHNICIANS WITHIN THE STATE
(Labor coordination required for bargaining unit positions only)
- EXCEPTED TECHNICIANS WITHIN THE UNIT
(Labor coordination required for bargaining unit positions only)
- MILITARY MEMBERS WITHIN THE STATE
(Labor coordination required for bargaining unit positions only)
- MILITARY MEMBERS WITHIN THE UNIT
(Labor coordination required for bargaining unit positions only)

APPENDIX B (2 of 2)

- MILITARY MEMBERS NATIONWIDE**
(Labor coordination required for bargaining unit positions only)
- NON-DUAL STATUS TECHNICIANS WITHIN THE STATE**
(Labor coordination required for bargaining unit positions only)
- NON-DUAL STATUS TECHNICIANS WITHIN THE UNIT**
(Labor coordination required for bargaining unit positions only)
- NON-DUAL STATUS TECHNICIANS NATIONWIDE**
(Labor coordination required for bargaining unit positions only)

MINIMUM MILITARY GRADE: _____ MAXIMUM MILITARY GRADE: _____
 (Restrictions normally relate to grade inversion or the military manning document)

OTHER RESTRICTIONS: _____

REMARKS: _____

WILL PCS BE AUTHORIZED? Yes No

NAME, RANK, UNIT ADDRESS AND PHONE OF THE SELECTING OFFICIAL:

IF LABOR COORDINATION IS REQUIRED:

NAME OF LABOR REPRESENTATIVE: _____

CONTACT INFORMATION: _____

CONCUR

NON-CONCUR (Reason): _____

* Labor coordination of bargaining unit positions is the responsibility of the selecting official. For information on labor coordination, see PEC Policy Letter 08-02 under Tab 3 of the Collective Bargaining Agreement.

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AGOH-HRO

DATE

MEMORANDUM FOR: SELECTING OFFICIAL

SUBJECT: Instructions to Accompany Referral Certificate for JA# _____

1. Referral and Selection Certificate with Application(s) for qualified candidates for subject announcement is at enclosure 1. Detailed instructions for making your selection can be found in AGOH TPP 335, Merit Promotion and Placement Plan, Chapter 5 and Appendices. Copies of the TPR are available at <http://www.ong.ohio.gov/hro> or by contacting Customer Service at DSN 346-7051 / COMM (614) 336-7051.
2. You are entitled, with appropriate coordination, to make a selection or non-selection from any candidate on the certificate. Selection must be based on job-related factors only. You must conduct interviews if more than one applicant has been referred. In addition, you should review the applications and may contact current and former supervisors of candidates for job-related referrals.
3. The Joint Partnership Executive Council (JPEC) requires labor representation on interview teams for bargaining unit positions. As selecting official, it is your responsibility to coordinate this with the local union vice-president or their designee. The labor union will name the labor representative to sit on the interview team. If you are not sure who to contact locally, you may call the Labor Relations Specialist. Job packets will be returned to the selecting official without action if interviews are conducted for a bargaining unit position and a labor representative was not present during interviews.
4. Each candidate's basic qualifications for the position you advertised were evaluated prior to their names being placed on the referral certificate. Written performance or job knowledge tests conducted as part of the interview process are not authorized. If the selecting official has reason to believe that potential candidates should have been included on the referral certificate, or that candidates were referred that should not have been, please notify this office.
5. Any questions or inquiries should be directed to Human Resource Office Customer Service Section at DSN 346-7051 or commercial (614) 336-7051.

//// S ////
 MICHAEL ORE
 COL, MP, OHARNG
 Director for Human Resources

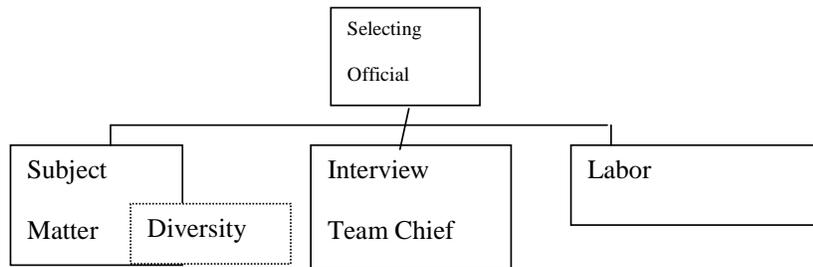
APPENDIX D (page 1 of 4)

[The following contains the text of the Joint Partnership Executive Council Policy Letter 08-05, signed by The Adjutant General and Union President and issued 1 January 2008.]

SUBJECT: JPEC Policy Letter 08-05 (Labor-Management Procedures Regarding Interview Team Roles and Responsibilities for Bargaining Unit Positions)

1. We agree that Interview Teams will be used for selections of all advertised bargaining unit positions. The interview team will be a mechanism to engage a diverse group of subject matter experts along with management and labor representation to interview applicants for bargaining unit positions. The interview team will function with the intent of achieving consensus in a recommendation to a selecting official derived through a fair, merit-based interview process in which labor is a full participant. The team will evaluate the knowledge, skills and abilities of qualified applicants to create an order of merit list as a recommendation for hiring or promotion. Responsibilities of the team, the selecting official and management officials in the chain of command, the interview team chief (if someone other than the selecting official) and the labor representative are as follows:

Interview Team Structure



a. Selecting Official. The selecting official will either act as the interview team chief or appoint a representative with knowledge of the interview process/procedures to act as the interview team chief. The selecting official, or the designated team chief acting for the selecting official, will coordinate with the local vice-president or their designee to obtain labor representation to participate on the interview team. As a minimum, there will be one voting member appointed by labor. The selecting official is responsible for establishing the criteria to be used by the team to evaluate applicants and ensuring the team understands the criteria. This may be accomplished directly by the selecting official in coordination with the team, or by the selecting official communicating his/her intent to the interview team chief who will develop the criteria and coordinate an interview plan with the team. When the team provides a selection recommendation, the selecting official will complete the selection package and forward the information to the Human Resource Division for validation. If the selecting official does not concur with the selection recommendation, he/she must reconvene the interview team along with the local labor

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officer to explain to the team why the recommendation is not satisfactory and attempt to reach consensus on the selection with the team. The selecting official has final responsibility to make the selection. If consensus cannot be reached, the selecting official must submit a detailed justification for the non-consensus selection to the Director for Human Resources. The Director of Human Resources will coordinate with the President of the Labor organization for review. If the Director for Human Resources and the President of the Labor organization are unable to resolve this issue, the matter will be referred to the appropriate Partnership Executive Council (Army or Air) for resolution.

b. Interview Team Chief. The interview team chief will either be the selecting official or an individual appointed by and acting for the selecting official in the appointment and preparation of the interview team. The team chief will ensure that the criteria for evaluation to be used in the interview process are clearly understood by all team members. The interview team chief will ensure he/she is knowledgeable of the interview and evaluation process as outlined in the 'Guide to Interviewing' materials identified in the job package materials forwarded to the selecting official by Human Resources. The team chief will ensure representation on the interview team includes appropriate race and gender diversity, as well as subject matter expertise. He/she will ensure the labor official notified has a reasonable amount of time to provide a labor representative for the interview team (normally three to five days notice). The team chief will be responsible for briefing the team members of their responsibility to conduct themselves professionally during and after the interview process and to protect the confidentiality of information obtained throughout the interviews. The interview team chief will maintain positive control of all documentation prior to, during and after the interview process. The team chief will be responsible for identification of a rating system to be used by the team and providing the team adequate pre-interview and post-interview preparation and analysis time. The interview team chief will schedule interviews and establish the game plan for the interview and evaluation process by the team. Interviews will be scheduled during normal technician duty hours unless circumstances warrant a coordinated exception. The interview team chief will conduct and coordinate the evaluation analysis and attempt to lead the team into reaching consensus on a selection recommendation and the ranking of the applicants. The interview team chief should ensure the top three applicants are ranked, as a minimum. The team chief will provide an analysis of the basis for the selection recommendation which will be included in the job package returned for action. The interview team chief should ensure all team members understand their responsibilities, as outlined below, including an understanding of the meaning of consensus.

c. Labor Representative. The labor representative will participate in all aspects of the interview team process as a voting member. The role of the labor representative will be to ensure visibility of the selection process to validate that the process is a fair and equitable process in treatment of the bargaining unit.

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d. Interview Team Responsibilities. All team members will participate in the pre-interview preparation, the interview process and the post-interview evaluation and consensus determination. Team members will be responsible to read and understand the 'Guide to Interviewing' materials identified in the job package. Team members will ensure they understand the evaluation criteria and rating system prior to the interview process, and the team members will ensure they understand the consensus process. Team members will conduct themselves in a professional manner throughout all phases of the interview and evaluation process. Personal information regarding applicants must be treated as protected information, and discussions within the interview team evaluation process will be treated as confidential. Team members should be prepared to provide formal feedback to applicants requesting feedback following the interviews; however, all feedback should be conducted as a team. Team members will be tasked to work together to reach consensus on a selection recommendation.

e. Consensus Objective. The interview team must strive to reach a consensus recommendation. Consensus by the team does not require every team member to have independently reached the same conclusion on ranking the applicants, nor does it require that every team member must be convinced to change their individual ranking analysis of individual applicants. Team members may arrive at varied individual ranking and combine the individual results to achieve a group result. The consensus step is a validation by all members of the team that the selection process was a fair and equitable process and the outcome is a reasonable outcome that is defensible and supportable. A team member who cannot reach consensus with the team will be obligated to explain to the team why he/she is unable to agree that the selection recommendation is fair and reasonable. If the team fails to reach consensus following discussion, a comprehensive analysis of the outcome will be provided to the selecting official to include the points of disagreement regarding the process and outcome.

f. Management Responsibilities When Proposed Selection Differs from Selecting Official's Decision. If another management official within the chain of command of the selecting official seeks to select an applicant contrary to the decision of the selecting official, that management official must first meet with the interview team and the local labor officer to explain why the recommendation is not satisfactory and attempt to reach consensus on the selection with the team. If consensus cannot be reached, the management official must submit a detailed justification for the non-consensus selection to the Director for Human Resources. The Director for Human Resources will coordinate with the President of the Labor organization for review. If the Director for Human Resources and the President of the Labor organization are unable to resolve this issue, the matter will be referred to the appropriate Partnership Executive Council (Army or Air) for resolution.

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g. Management Responsibilities When Proposed Non-selection of Applicants Certified for Interview Would Result in a Continued Vacant Position. If a selecting official, or another management official within the chain of command of the selecting official, seeks to non-select one or more applicants who have been certified for interview and that action would result in a continued vacant position, that official must submit a detailed justification for the non-selection decision(s), to include whether or not there was consensus on this decision with the interview team. This justification will be submitted to the Director for Human Resources. The Director for Human Resources will coordinate with the President of the Labor organization for review. If the Director for Human Resources and the President of the Labor organization are unable to resolve this issue, the matter will be referred to the appropriate Partnership Executive Council (Army or Air) for resolution.

2. This memorandum establishes personnel policy of the Ohio National Guard and will be administered as a policy of The Adjutant General by the Human Resource Division. This policy will be effective for the period coinciding with the AFGE and Adjutant General's Department Collective Bargaining Agreement approved by the Department of Defense on December 19, 2007, unless specially rescinded or superseded.

APPENDIX E (page 1 of 3)

[The following contains the text of the Joint Partnership Executive Council Policy Letter 08-02, signed by the Adjutant General and Union President, and issued 1 January 2008.]

SUBJECT: JPEC Policy Letter 08-02 (Labor-Management Coordination Regarding Advertising Bargaining Unit Positions and Hiring/Promotion Procedures)

1. We agree that effective labor-management coordination regarding position advertisement, hiring and promotion procedures for bargaining unit positions in the Ohio National Guard requires policies and procedures that support a balanced approach to addressing military readiness and employee quality of life while sustaining the Ohio National Guard as a high-performance public service agency. In furtherance of this goal, the Joint Partnership Executive Council adopts the following policy guidelines to supplement the procedures outlined in Article VII of our collective bargaining agreement:

a. When a position is eligible to be filled either as a bargaining unit technician position or as an AGR position (concurrent advertisements), the standard area of consideration for the technician advertisement will be to all permanent technicians of the appropriate service, and the standard area of consideration for the AGR advertisement will be to all permanent AGRs of the appropriate service. This approach assures a consistent and equal opportunity for technician and AGR members of our workforce to compete on an equal footing for career-advancement opportunities. If a supervisor or commander identifies a need to adjust the standard area of consideration, the following coordination procedures will be required prior to submitting a non-standard advertisement request to the Human Resource Division.

(1) Before a change to the standard area of consideration is requested for a position that is eligible for advertisement as a bargaining unit position or a concurrent (technician and AGR) advertisement that includes a bargaining unit position, the selecting official will contact the Union Vice-President, or other designated Union officer with jurisdiction over labor-management issues affecting that local organization, to coordinate the basis for an exception to the standard. The purpose of this coordination will be to afford management the opportunity to identify the issue(s) that support a valid need to expand or restrict the area of consideration, and afford labor the opportunity to understand the competing interests and impact on the bargaining unit. Both management and labor representatives are expected to perform a balancing test to compare the impact on the organization versus the impact on the members of the full-time workforce to determine if the exception is reasonable. This process will be conducted informally and in an expeditious manner to allow position advertisements to proceed quickly. If the labor and management representatives agree that a valid basis for an exception exists, a request for advertisement will be submitted to the Human Resource Division annotated with the names of the coordinating labor and management representatives.

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(2) If the local management and labor representatives cannot agree, the matter will be referred to the Director of Human Resources for resolution. The Director of Human Resources will review the analysis of the local representatives in concert with the Command and Union President before issuing a final decision on the appropriate area of consideration.

b. Filling intermediate and higher-graded positions through promotion or re-assignment of qualified permanent full-time personnel is a joint goal of labor and management. We acknowledge, however, that there are some personnel management considerations that out-weigh the normal priority given to advertising practices that support enhanced opportunity for internal promotion or re-assignment (our standard). These validated personnel management considerations can be identified by performing a balancing test to determine the benefit to the organization in contrast to the cost to quality of life impact on the full-time workforce. Straight-forward validated personnel management considerations demonstrate that the change would have significant benefit to the military readiness of the organization with little impact to the full-time workforce (such as, expanding the area of consideration to military members for positions that are normally filled by personnel entering the full-time program, or positions that have traditionally been hard-to-fill through internal candidates). More complex personnel management considerations require demonstrating that although there is some potential impact to the full-time workforce, the benefit or necessity for the military readiness of the organization is more significant.

c. All management and labor representatives must be made knowledgeable of their responsibilities to collaborate to accomplish both the mission of the organization and to meet the legitimate needs and expectations of our full-time personnel. Senior management and senior labor officials must provide training on collaboration procedures regarding position advertisements, as well as training in the mutual responsibilities and obligations of carrying out the mission of our labor-management partnership in problem solving.

d. If an initial advertisement fails to result in a selection, a subsequent advertisement for the same position may expand the area of consideration without restriction. Human Resources will inform the appropriate labor officer.

e. Applicants for all bargaining unit positions advertised concurrently (i.e., as both technician and AGR) will be screened for qualification using standard criteria for the advertised technician position. Only AGR applicants meeting the minimum qualifications required for a technician applicant will be included on the certificate of qualified candidates for selection consideration.

f. Those positions advertised as “indefinite may become permanent” which would be considered as a bargaining unit position if advertised as a permanent, will be processed in

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the same manner as permanent bargaining unit positions. This includes use of interview teams.

2. This memorandum establishes personnel policy of the Ohio National Guard and will be administered as a policy of The Adjutant General by the Human Resource Division. This policy will be effective for the period coinciding with the AFGE and Adjutant General's Department Collective Bargaining Agreement approved by the Department of Defense on December 19, 2007, unless specially rescinded or superseded.

APPENDIX F (page 1 of 4)**GUIDELINES FOR CONDUCTING AN EFFECTIVE JOB INTERVIEW**

The job interview is the fundamental process used to determine who should be hired or promoted. Too often this process lends itself to a decision made on the basis of the personality displayed by the candidate during the interview process: a highly unreliable method of predicting future success in performing a specific job. A pleasant personality and ready answer to “what do you think” questions is not a reliable indicator of how that individual will perform on the job.

This guide is an outline for structuring a system for interviewing that does not force the interviewers to rely on “instincts” or “feel” that this person would be the best candidate.

Fundamental Planning Assumptions:**1. The single best predictor of a candidate’s future job performance is his or her past job behavior.**

- ❑ How do we know this is true? It has been proved in thousands of real-life job situations studied and documented by HR consultants and researchers. Interviews that probe for demonstrated, past job behaviors have been found to be more reliable than ones that focus on ‘claims’ of a desirable personality trait, such as “I’m dependable,” or “I’m hard-working.”

2. Federal law requires us to base hiring and promotion decisions on bona fide occupational qualifications (BFOQ), and nothing else.

- ❑ A job selection (or promotion) that cannot be validated on the basis of bona fide, pre-identified job qualifications may lead to accusations of exercising bias or discrimination in the hiring practice. In the most extreme, this could lead to litigation for discrimination if a non-selected individual has the necessary skills to be successful in the job.
- ❑ Weight placed on factors unrelated to qualifications to perform this job increase the likelihood of skewing the selection due to a general positive or negative impression. For example, differentiating candidates based on how much you liked their response to “what do you consider to be your greatest strength and greatest weakness” without identifying what this information demonstrates about a specifically-targeted technical skill, performance skill or job behavior will result in a non-specific bias and decision-making based on a general impression.

3. A hiring (or promotion) interview system needs to establish a validated method to assess these two qualification areas leading to a hire (or promote) decision

- **Ability to do the job** - match required job knowledge and skills (i.e., technical knowledge, problem-solving ability, writing ability, etc.) with demonstrated candidate skills and experience.

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- **Willingness to do the job** – match required performance characteristics (i.e., planning and prioritizing tasks, assisting customers, working with a team, meeting deadlines, etc.) with demonstrated candidate performance skills and behavior.

Suggested Methodology for design and implementation of valid interview structure

1. Begin with the specific job in mind and develop a job description that identifies the essential technical knowledge and skills as well as the essential performance characteristics (i.e., performance ability) required of a successful candidate
 - ❑ Begin with established job description and evaluations of prior employees
 - ❑ Identify “essential” capabilities required to be successful – do not focus on minor or easily learned aspects of the job
2. Identify the essential technical knowledge and skills needed for the job, for example:
 - ❑ Using specific kinds of machines, software, tools, etc.
 - ❑ Performing a skilled function requiring specialized knowledge, training or experience
3. Identify the essential performance abilities or characteristics needed for the job, for example:
 - ❑ Organizing work processes to meet suspense timeframes
 - ❑ Making independent decisions without constant oversight
 - ❑ Following established guidelines
 - ❑ Collaborating with a team of co-workers, or dealing with other departments or the public
4. Prepare questions that will elicit specific information from the candidate to relate how he or she possesses the knowledge, skills or characteristics essential to doing this job
 - ❑ Begin with rapport building questions to create comfort and obtain general information necessary to flush-out the written application
 - ❑ Tailor performance and skills questions to get specific examples of past job behaviors that relate to abilities to perform
 - ❑ Consider behavior based questions that are structured like:
 - “Think of a time when you had to Tell me how you handled this.”
 - “Can you give me an example of a situation that required you to, Explain what you did to resolve this situation.”
 - ❑ Require specific examples.
5. Rate candidates on the technical knowledge/skills and performance characteristics that you have identified as essential to successful job performance. Do not attempt to rate the response to each question, but apply the information obtained from each question to assess how well each candidate demonstrated the necessary skill or characteristics.
6. Compare the interview information with application/resume information and job reference information to obtain a whole-person picture in each of the areas to be evaluated. Job references may be used to assess the credibility of identified technical knowledge/skills or

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performance characteristics, but any reference information obtained should be made available to all members of the interview team.

7. Each member of the interview team should identify a ranking of the candidates using a system identified by the selecting official. A variety of fair, equitable ranking methods exists and may be employed by the selecting official. As an example of a ranking process, two alternative recommended methods are outlined below.
- a. **SUGGESTED INTERVIEW EVALUATION METHOD 1:** The selecting official develops a list of the essential technical knowledge/skills and performance characteristics (abilities) needed to be successful in the job. Questions are developed to expand on information identified in the application/resume related to these essential knowledge/skill and abilities. Each interview team member is asked to listen to responses, review the application/resume and assign a ranking score to each essential knowledge/skill or characteristic for each candidate using a scale of 1 to 5 (1 being poor: 5 being excellent). If one essential skill or characteristic is more significant, the selecting official identifies the weighting factor that should be applied for this essential skill or characteristic. A composite score is then tabulated for each candidate by adding the individual essential skill or performance characteristic scores. Candidates are initially ranked based on composite scores. Whenever the score for any particular skill or performance characteristic differs by 2 or more points as assigned by different interview team members, the interview team should review the factors resulting in the differential scoring before agreeing on a final ranking.

(1) For example, if the selecting official has identified success in the job requires that the candidate:

- Must possess knowledge of double-entry accounting principles
- Must produce written evaluation reports without supervision
- Must have skill in presenting classroom instruction on technical subject matter (This item is identified as being twice as important in the overall evaluation as any other knowledge, skill or ability; therefore it is weighted by a factor of 2)
- Ability to listen, be responsive, & establish credibility in one-on-one interaction

(2) A review of the interview responses and the application/resume could result in a rating of 4, 3, 4, and 4 by an interview team member. The ranking score for this candidate would be $4 + 3 + (4 \times 2) + 4 = 19$ of 25 possible. The interview team member should have notes and be prepared to explain what assessment factors led to arriving at the point value rating assigned.

- b. **SUGGESTED INTERVIEW EVALUATION METHOD 2:** The selecting official develops a list of the essential technical knowledge/skills and performance characteristics (abilities) needed to be successful in the job. Questions are developed to elicit information that demonstrates the candidate's knowledge/skill or performance characteristics in these essential areas. If each question is to be rated in this manner, it is important to pre-identify

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what demonstrated characteristic(s) or skill(s) will result in a good score for the question.

Each interview team member assigns a rating score for each question during the interview. A rating score, using a scale of 1 to 5 (1 being poor: 5 being excellent), is used to assess how well the response demonstrates one of the essential knowledge, skills or performance characteristics required. A composite score is developed for each candidate by adding individual scores for each question for each candidate. A second score (using a scale equal to the maximum composite score for the total of interview questions) is assigned for the application/resume by each interview team member based on an assessment of how well the application/resume demonstrates all of the essential knowledge, skills or performance characteristics required.

(1) For example, using 8 scored questions, the maximum candidate interview score would be $8 \times 5 = 40$. The application/resume would be scored on a scale of 40 (assuming equal weight is given to the application/resume and the interview). The total of the interview and application/resume score establishes the ranking score for each candidate.

(2) Whenever the score for any rated question differs by 2 or more points as assigned by different interview team members, the interview team should review the factors resulting in the differential scoring before agreeing on a final ranking. The same review should be conducted whenever the point rating for the application/resume differs by more than 10% of the possible score. For example, if the scale used for the application/resume rating is a 40 point scale, a score for the application/resume by any two interview team members that differs by more than 4 points should be reviewed by the interview team before arriving at a final ranking for the candidates.

8. After the interview is completed, the interview team should attempt to reach a consensus agreement on the ranking of the top three candidates. The ranking must be based on bona fide occupational qualification factors. While it is not uncommon that ranking scores by individual interview team members may differ and assessments by individual team members may result in a different ranking of the top three candidates, the consensus effort must focus on clarifying for the entire team what factors produced the varying individual assessments. The evaluation process must not be a contest in which individual team members attempt to substitute their personal judgment over the judgment of the selecting official. Ultimately, consensus of the interview on the selection ranking indicates that all members have reviewed the bona fide occupational qualification factors (knowledge, skills and abilities) and are in agreement that the selection (or ranking) is a reasonable outcome derived through a fair, equitable process. This is not to say that I, as an individual, would have arrived at exactly the same outcome independently, but it is an affirmation that I, as an individual, have reviewed all the relevant evaluation material [interview responses, application/resume, references (if appropriate)] and listened to the assessment analysis provided by other team members to identify how they arrived at another ranking; and I can acknowledge that the selection/ranking process was a fair process and the outcome is one that is a reasonable evaluation of the candidates.