

**STATE OF OHIO
ADJUTANT GENERAL'S DEPARTMENT
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OHIO NATIONAL GUARD MERIT PROMOTION and PLACEMENT PLAN

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OPR: Ohio National Guard Human Resources Office

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Chapter 1 General Information

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.

b. This plan supersedes previous written guidance published by the Human Resources Office regarding merit promotion and placement procedures. Requirements of an approved collective bargaining agreement will take precedence over any conflicting provisions in this plan as applied to bargaining unit technicians.

1-2. Policy

a. It is the policy of the Ohio National Guard to fill technician vacancies with qualified, high-performance individuals and to ensure that technicians have the opportunity to develop and advance to their full career potential.

b. All technician vacancies will be filled on the basis of merit using 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.

c. No provision of 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 (DS) and non-dual status (NDS) positions 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.

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 voluntary request, reclassification, reduction in force, adverse or other directed personnel action.

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. 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.

e. 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.

f. 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.

g. 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.

h. Interview Team: The interview team is the group charged with providing a ranked hiring recommendation to the selecting official. Tasks include but are not limited to reviewing resumes, conducting interviews, checking references, and considering past performance and conduct. The team evaluates applicants using a fair, merit based process. The team is diverse in terms of race and gender.

i. 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.

j. Non-Dual Status Technician (NDS): A technician, appointed under Title 32 USC 709(c), who is not required to be a military member of the National Guard as a condition of employment.

k. Priority Placement: Assignment of a technician in grade retention status 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).

l. 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.

m. Reassignment: The change of a technician from one position to another without promotion or change to lower grade.

n. Referral and Selection Certificate: A list of the qualified applicants referred to the designated selecting official for competitive consideration for a position.

o. 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.

p. 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.

q. Target Grade: The fully qualified grade of a position being filled developmentally.

r. Tenure Group: The categories in which technicians are grouped based on length of employment and completion of probationary/trial periods.

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

(2) **Tenure Group 2.** Technicians who are serving a trial or probationary period. Upon completion of the trial period these technicians will be in the Tenure 1 group.

(3) **Tenure Group 3.** Technicians who serve under indefinite appointments in the excepted service.

(4) **Tenure Group 0.** Technicians serving under temporary, time limited appointments of less than one year.

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 and 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 and 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 as required.

d. Individual technicians are responsible for:

(1) Familiarizing themselves with the policies and procedures of this Merit Promotion and Placement Plan;

(2) Assuring job application forms contain accurate and current information concerning qualifications, job-related training, and experience.

1-6. Management Rights

Recognizing that it is essential to the accomplishment of the mission of the Ohio National Guard that technician positions be filled with the best qualified individuals available, management retains the right to:

- a. Select or not select from among a group of best qualified candidates.
- b. Select candidates from any appropriate source most likely to best meet the mission objectives of the Ohio National Guard.

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;
- 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 National Guard Bureau (NGB), 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.

l. Temporary appointments with a "not to exceed" date.

2-2. Priority Placement of Over-Graded Technicians

a. A technician under grade retention 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. 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. 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 for 30 days or more. For periods less than 30 days, a higher level supervisor will normally take up the duties. Promoting a technician recognizes the increased responsibility and properly compensates him or her for the work being performed. A technician must be qualified for the position in order to be temporarily promoted.

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.

2-4. Details

a. Details to higher or lower grades 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 Vacancy Announcements

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.
- b. The position has been identified as a "Key Staff" position subject to the alternate certification procedures outlined in Chapter 7.

c. The position is for an initial appointment of a non-dual status technician. In that case, NGB approved Delegated Examining Unit procedures will be followed.

3-2. Request to Fill

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 a Merit Announcement Request form.

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 Merit Announcement Request:

(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, including officer, warrant or enlisted, flight status, military grade (minimum and maximum), security clearance requirement, and requirements to hold the compatible military position. For non-dual status positions identification of security clearance/position sensitivity level is required.

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

(6) Identify the requested area of consideration.

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

(8) Identify if the request for a developmental announcement as described in paragraph 3-5.

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

(10) 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 the request.

(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. 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. Vacancy Announcements

a. All technician announcements will be published on the USA Jobs website. Jobs will normally be posted for thirty (30) calendar days, unless a different time frame is requested approved by 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.

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 compatibility requirements such as grade (officer, warrant officer, enlisted), MOS/AFSC, and unit of assignment. 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.

3-4. 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

3-5. Area of Consideration

a. The area of consideration for each technician position vacancy announcement will be determined by the selecting official, subject to the approval of the HRO, to ensure the receipt of sufficient highly qualified candidates. The type of position, availability of candidates, position qualifications, budgetary limitations, and military requirements are factors to be considered in determining the area of consideration.

b. Selecting officials have the option to advertise positions with multiple areas of consideration, also known as tiered announcements. An example of multiple AOCs would be a simultaneous announcement of a position to technicians and military members in separate tiers. When the job closed, the military member tier would not be presented to the selecting official until the candidates in the technician tier were exhausted or an exception to policy was approved by HRO. Multiple AOCs may be based on status, locality, or some combination. Multiple AOCs allow us to maintain the commitment to career development while avoiding lengthy re-posting delays.

Chapter 4 Application Procedures

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/position sensitivity, 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. 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 will submit for an advertised position by following the instructions posted to the USA Jobs website.

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. It is the applicant's responsibility to ensure all documents for a job application are timely, accurate, complete, and legible. The HRO is not responsible for any malfunctions when using electronic means to transmit job applications. Applicants may contact HRO to verify receipt of an application prior to the close date.

i. A technician whose absence due to uniformed service or compensable injury precludes him or her from applying for a vacancy may have a supervisor or other individual submit an application directly to HRO. This should be extremely rare given the availability of USA JOBS.

4-6. Applicant Evaluation Procedures

All qualified applicants for an advertised position will be referred to the selecting official. If a referral certificate has more than ten qualified applicants, the SO may request the HRO establish a ranking panel to evaluate the applicants once again to determine which represent the best qualified. The panel will include an HRO staffing expert and a functional area expert. Only the ten best qualified applicants will be certified to the SO.

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 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.

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 contact the selecting official to determine if the certificate should be canceled.

(2) 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.

5-2. Procedures for the Selecting Official

a. The selecting official will receive instructions for conducting interviews as an attachment to the Referral and Selection Certificate. The selecting official is responsible for ensuring interviews are conducted in accordance with the established procedures. 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 necessary materials prior to conducting interviews.

b. Upon receipt of the Referral and Selection Certificate, the selecting official will prepare to interview applicants. 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. 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 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. 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.

(1) The selecting official will ensure that the interview team includes at least three people: one minority, one male, and one female. 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.

(2) 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. Prospective employees will be expected to arrange their own schedules to interview for advertised positions.

(3) Every reasonable effort must be made to conduct personal interviews with all applicants. If a personal interview is not possible, telephone interviews will 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 also be used 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, the results of the inquiries will be shared with the interview team prior to completing the 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.

e. The interview team will function with the intent of providing a ranked hiring recommendation to the selecting official through a fair, merit-based process. The SO is entitled to select or non-select any applicant. However, a selection that deviates from the recommendation of the interview team must be communicated to the team, and explained in a written narrative to the HRO.

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 and the selection certificate must be annotated, signed and dated.

g. Completed selection packages are subject to review. 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.

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 HRO staffing function will inform the SO that the selection has been authorized. Staffing will also coordinate with the SO to ensure job offer(s) and non-select notifications are made appropriately. Non-select notifications will not be made until after the job has been accepted. This may require more than one offer. A non-selected applicant may request an out-briefing on his or her performance during the interview process. In that case, the SO will coordinate a follow-up with the interview team. The feedback will cover the team's evaluation of the merits and deficiencies of that applicant only. The performance of other applicants and overall rankings 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, as determined by the HRO, 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 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;
- 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 Key Staff Positions

7-1. Purpose

- a. Key staff positions in the Ohio National Guard are managerial, dual status technician positions. Incumbents of Key Staff positions serve on the immediate staff of The Adjutant General or under the immediate, direct supervision of The Adjutant General.
- b. Key Staff positions are not clerical or administrative in nature. The incumbent of a Key Staff position is the head of a major organization within the state or directs a specialized program of marked difficulty, responsibility and statewide significance. The incumbent of a Key Staff position is also delegated broad autonomy and authority to manage work; to monitor and evaluate the progress of the organization to meet mission

or program goals and objectives; and to adjust objectives, work plans, schedules, and the allocation of resources. Selection authority may not be delegated. A listing of positions eligible for Key Staff designation is published periodically under separate cover.

7-2. Alternate Selection Procedure

a. The Adjutant General may request to fill a Key Staff position via memorandum to the Director for Human Resources advising of the following:

(1) Area(s) of consideration. Technicians, AGRs, and/or Traditional Guardsmen may be considered.

(2) Specific military compatibility requirements. This provision should only be used when absolute compatibility between the military and technician positions can be achieved.

(3) Any selective placement factors

(4) Anticipated start date

b. The technician staffing function will advertise the position on USA Jobs or screen Technician personnel files to generate a selection certificate with a list of qualified, eligible candidates based on the selecting official's request. If the area of consideration includes AGRs, technician staffing function will coordinate with the AGR staffing function to develop a list of eligible candidates. If the area of consideration includes Traditional Guardsmen, the technician staffing function will coordinate with the G1 and/or A1 to develop a list of eligible candidates. All lists will be consolidated by the technician staffing function into a certificate.

c. The certificate will be sent to the Adjutant General, who may select or non-select from that certificate, returning the completed form to HRO for processing.

Chapter 8 Grievances and Complaints

8-1. Grievances

A technician 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.

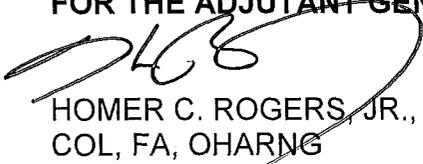
8-3. Other Complaints

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:



HOMER C. ROGERS, JR.,
COL, FA, OHARNG
Director of Human Resources

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

APPENDIX A

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
REQUEST FOR FILL

2. Request Number

3. For Additional Information Call (Name and Telephone Number)

4. Proposed Effective Date

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

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

7. Phone (Area, First, Middle)

8. Social Security Number

9. Date of Birth

10. Effective Date

FIRST ACTION

5 A. Code 5 B. Name of Action

5 C. Code 5 D. Load

5 E. Code 5 F. Loc.

SECOND ACTION

6 A. Code 6 B. Name of Action

6 C. Code 6 D. Legal Authority

6 E. Code 6 F. Legal Authority

7. HOME Position Title

8. Pay Plan 9. Org. Unit 10. Grade

11. Pay Grade

12. Basic Pay 13. Step

14. Name and Location of Position

15. Pay Rate

16. Locality Adj. 17. Ad. Basic Pay 18. Other Pay

19. Name and Location of Position's Supervisor

20. Total Salary Award

21. Pay Class

EMPLOYEE DATA

22. Veterans Preference
1 - None 2 - 5% 3 - 10% 4 - 15% 5 - 20%
6 - 10% (Special) 7 - 15% (Special) 8 - 20% (Special)

23. Tenure
0 - None 1 - Permanent 2 - Conditional 3 - Probation

24. Agency Use

25. Veterans Prof. Ex. RIF
YES NO

26. FREGU

27. Pay Rate Determinant

28. Retirement Plan

29. Service Comp. Code (Select)

30. Work Schedule

31. Part Time Hours Per Biweekly Pay Period

POSITION DATA

32. Position Description
1 - Competitive Service 2 - Excepted Service 3 - SES Career 4 - SES Career

33. PLSA Category
1 - General 2 - Recruitment

34. Appropriation Code

35. Duty Station Code

36. Duty Station (City, County, State or Overseas Location)

37. Existing Unit Status

38. Agency Data
41. 42. 43. 44.

39. Educational Level 40. Year Degree Attained 41. Academic Discipline 42. Functional Class 43. Citizenship
1 - USA 2 - Other

40. Veterans Status 41. Supervisor Status

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

1. Official/Function	2. Title/Signature	3. Date	4. Official/Function	5. Title/Signature	6. Date
A.			D.		
B.			E.		
C.			F.		

7. Approvals: 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 OMB: 0338-0045
Initiation Prior to 7/91 Are Not Usable After 8/30/92
NSN 754001 333 6239

Sample Request for Fill (Front of SF-52)

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.

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.

This information is requested under authority of sections 301, 3301, and 8506 of title 5, U.S. Code. Sections 301 and 3301 authorize OPM

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)
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PART F - Remarks for SF 50

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 (write and telephone number) SFC JOHN DOE		4. Proposed Effective Date 1 JUNE 09
5. Action Requested By (Typed Name, Title, Signature, and Request Date) SFC JOHN DOE SIGNATURE SUPERVISOR 5/20/2009		6. Action Authorized by (Typed Name, Title, Signature, and Concurrence Date) LT JANE SMITH SIGNATURE WFO SVP 5/20/2009

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			5.A. Code	5.B. Nature of Action		
5.C. Code	5.D. Legal Authority			5.C. Code	5.D. Legal Authority		
5.E. Code	5.F. Legal Authority			5.E. Code	5.F. Legal Authority		
7. FROM Position				15. TO Position Title and Number			

ENTER OFFICIAL POSITION DESCRIPTION TITLE, NUMBER, SPMD NO., & FAC

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				

16 & 17 FOUND IN THE OFFICIAL POSITION DESCRIPTION

14. Name and Location of Position	22. Name and Location of Position's Organization
-----------------------------------	--

EMPLOYEE DATA			24. Tenure		26. Agency Use		26. Veterans Pref for RIF	
23. Veterans Preference	1 - None	3 - 10-Point/Disability	5 - 10-Point/Other	0 - None	2 - Conditional	26. YES <input type="checkbox"/> NO <input type="checkbox"/>		
	2 - 5-Point	4 - 10-Point/Compensable	6 - 10-Point/Compensable(30%)	1 - Permanent	3 - Indefinite	29. Pay Rate Determinant		
27. FEGLI	30. Retirement Plan			31. Service Comp. Date (leave)	32. Work Schedule		33. Part-Time Hours Per Pay Period	

POSITION DATA			35. FLSA Category		37. Retaining Unit Status	
34. Position Occupied	1 - Competitive Service	3 - SES General	E - Exempt	37. Retaining Unit Status		
	2 - Excepted Service	4 - SES Career	H - Nonexempt			
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 2 - Other
				50. Veterans Status
				51. Supervisory Status

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.

Sample Appointment SF-52

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

SECOND ACTION

5A. Code of Nature of Action	5B. Nature of Action
7. FROM: OFFICIAL POSITION DESCRIPTION TITLE, NUMBER, SPMD NO., & FAC	8. TO: OFFICIAL POSITION DESCRIPTION TITLE, NUMBER SPMD, NO. & FAC

9. Pay Plan	10. Code	11. Grade or Level	12. Step or Rate	13. Pay Basis	14. Pay Plan	15. U.S. Code	16. Grade or Level	17. Step or Rate	18. Total Salary/Award	19. Pay Basis
12A. Basic Pay	12B. Locality Adj.	20A. Basic Pay	20B. Locality Adj.	20C. Adj. Basic Pay	20D. 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 Pref for RIF YES <input type="checkbox"/> NO <input type="checkbox"/>
27. FEGLI	28. Annuity 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 - Excepted Service 3 - SES General 4 - SES Career	35. FLSA 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)		

40. Agency Data	41.	42.	43.	44.
45. Educational Level	46. Year Degree Attained	47. Academic Discipline	48. Functional Class	49. Citizenship 1 - USA B - Other
				50. Veterans Status
				51. Supervisory Status

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.

APPENDIX B

MERIT ANNOUNCEMENT REQUEST, Feb 2014
(Staple to SF 52, Request for Fill)

POSITION TITLE/GRADE: _____

UNIT AND OFFICIAL ADDRESS OF VACANCY: _____

VACANCY DUE TO (circle one): REASSIGNMENT/ PROMOTION / TERMINATION / LWOP / OTHER

NAME	EFFECTIVE DATE
OF: _____	_____

TYPE OF ANNOUNCEMENT

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

BARGAINING UNIT POSITION Yes No

DURATION OF ANNOUNCEMENT: 30 days 15 days ____ days

DUAL OR NON-DUAL STATUS: _____

AREA OF CONSIDERATION: ARMY AIR

- DS TECHNICIANS WITHIN THE STATE / UNIT _____
- MILITARY MEMBERS WITHIN THE STATE / UNIT _____
- NATIONWIDE—DS ONLY
- NDS TECHNICIANS WITHIN THE STATE / UNIT _____
- NATIONWIDE—NDS ONLY

MINIMUM MILITARY GRADE: _____ MAXIMUM MILITARY GRADE: _____

SECURITY CLEARANCE/POSITION SENSITIVITY: _____

OTHER RESTRICTIONS: _____

REMARKS: _____

WILL PCS BE AUTHORIZED? Yes No

NAME, RANK, UNIT ADDRESS AND PHONE OF THE SELECTING OFFICIAL AND ANY INDIVIDUALS THAT NEED TO VIEW THE CERTIFICATE IN USA JOBS: _____

APPENDIX C

SELECTION INSTRUCTIONS AND CHECKLIST

Interview Team Composition

Name/Title	Role
	Selecting Official
	Board President (if other than above)
	Female Representative
	Minority Representative
	Other SME
	Other SME
	Other SME

Did the hiring board reach provide a ranked recommendation to the SO? YES NO

Selection Made.

No Selection Made. Non-select recommendations are subject to scrutiny by the Director for Human Resources.

The selecting official must provide in writing the ranking of the top three applicants, the reasons supporting the recommendation to select or non-select, and any other pertinent information below or on a separate page as needed:

Selecting Official's signature _____

DATE _____ For additional information call _____

GENERAL INSTRUCTIONS AND CHECKLIST

1. Prior to being placed on the certificate, each applicant's qualifications as presented in the application were found to meet the minimal generalized and specialized experience required for the position in the announcement. You must recommend selection or non-selection from the applicants referred on this certificate.

2. When more than one applicant is referred, selection recommendations are developed using a team interview process. If personal interviews are not possible, telephone interviews should be conducted. Reasonable effort must be made to interview all applicants on the certificate, including those deployed. Interviews are not required if only one applicant is referred. Written performance or job knowledge tests may not be administered.

- **Interview Team Composition:**
- **Diversity:** All positions interviewed for selection must utilize a hiring panel that has both gender and ethnic/racial diversity on the panel. The team must include at least three people: one minority, one male, and one female.
- **Training:** At least one member of the interview board must have completed HRO Hiring Training, or, beginning FY12, the Technician Personnel Management Course.
- **Rank:** Members of a technician interview team need not have a military rank greater than or equal to the applicants.

3. Selecting Official (SO) Preparation for Interviews

- Develop a standardized interview for all applicants. HRO recommends behavioral based interviewing. Behavioral based interviews use open-ended questions to draw out personal experience. These questions allow the candidate to talk about him or herself, providing more data for the team to evaluate who has the greatest potential for success in the position. Open-ended questions may require the interview team to ask clarifying questions if the initial response lacks specifics or is incomplete. Typically, in a response to a behavioral-based interview question, the candidate will describe a situation, a task he or she had to complete, and the result that followed. More information can be found on the Department of Veterans Affairs website at <http://www.va.gov/PBI/index.asp>.
- Questions about race, gender, age, national origin, religion or disability are prohibited unless directly related to a requirement of the position.
- Identify the evaluation methodology (quantitative or qualitative) for all interview questions. All interview team members will use a standard format provided by the SO to rate applicant responses. The selecting official will provide questions linked to the technical and behavioral competencies required for the position. Each question will have a desired response indicated so that the interview team evaluates consistently. The SO will provide a space for notes so the interview team can capture responses and take notes for evaluation. Examples of qualitative and quantitative evaluation methods are below.

Qualitative Interview Method			
Competency	Question	Desired response	Response Notes
Technical-Supply	What are the steps to log in new supply items?	Narrative Description	
Behavioral-Customer Service	Tell me about a time when you had to deal with a difficult customer.	Narrative Description	
Quantitative Interview Method			
Competency	Question	Desired response (5-point and 3-point examples)	Response Score/Notes
Technical-Supply	What are the steps to log in new supply items?	5-point scale: 1= incorrect 2= partially correct 3= correct 4= excellent (i.e. correct with examples) 5= outstanding (i.e. examples and solutions)	
Behavioral-Customer Service	Tell me about a time when you had to deal with a difficult customer	3-point scale: 1= incorrect 2= correct 3= excellent (i.e. correct with examples or solutions)	

1. Conducting the Team Interview:

- The team should review each applicant's submission for relevant information.
- Establish the interview as a non-threatening information gathering process for both the team and the applicant.
- Either before or after the interview, allow the applicant to ask questions about the position.
- Either before or after the interview, provide a realistic description of the position and duties.
- Allow the applicant time to formulate his or her response to each question.
- Ask follow-up questions if the initial response to an open-ended question is unclear or not specific enough.
- At the close of the interviews, the team members will rank the applicants based on results from the resume reviews, interviews, reference checks and discussion as follows:

2. Making the Selection Recommendation:

- The recommendation is the qualitative judgment of the team about which applicant has the greatest potential to succeed in the position to be filled.
- A selection recommendation may or may not line up with the interview score.
- The recommendation should be based on a whole-person concept, incorporating the application, interview, and other credible job-related information available to the team about the applicants.
- The team may contact current and former employers or personal/professional references identified on the applicant's resume for employment references.
- The team should compile the results of the interview process, rank at least the top three applicants, and formulate a recommendation to select or non-select from the certificate.

A Roll-up Ranking Sheet Example					
JA #					
	Applicant A	Applicant B	Applicant C	Applicant D	Applicant E
Selecting Official	3	1	5	2	4
Female Rep	3	2	5	1	4
Minority Rep	2	1	5	3	4
Other SME	3	1	5	2	4
Total	11	5	20	8	16
Ranking	3	5	1	4	2

- If the team needs to schedule additional interviews for the entire group or from among a list of top applicants in order to formulate a recommendation, they may do so.
- Non-select recommendations are subject to scrutiny by the Director for Human Resources.

3. Information and documents to be returned with ALL job packages to JFHQ HRO:

- A signed and completed Referral and Selection Certificate (pages 1 and 2 of this form).
- This will include documentation of the composition of the board; rankings of the top three applicants by order of merit; the recommendation to select or not select; and the reasons for the recommendation.
- Interview date(s) and questions, with all notes or tally sheets and scoring criteria.

- All resumes, applications and paperwork forwarded to you by the HRO Staffing Specialist.
- For a technician hire, a completed SF-52 requesting to hire the selected individual.
- HRO retains copies of selection package documents for two years.

4. HRO Approval Process:

- A random EO review of the selection may be conducted. In that case, the packet will also be reviewed by the Director for Human Resources. This will cause a delay in processing.
- All selection recommendations are reviewed by a staffing specialist for approval. The staffing specialist will contact the SO or the Air HR Remote to confirm approval of the selection and establish the start date.

5. Making the Offer:

- Once HRO approves the hire it is time to contact the selectee and offer the job. If the first selectee declines the offer, contact the next approved applicant in order of merit. Once the job offer is accepted, notify the remaining applicants. Contact HRO is an advanced in hire rate is desired.
- Once the offer is accepted HRO or the Air Remote will set the start date and appointment for NEO.
- For technicians hired below target grade (developmental), the supervisor must submit an Individual Development Plan (IDP) to HRO for review and approval within 30-days of hire.
- If you have any questions or need additional guidance or support, please contact the HRO Customer Service desk at DSN 346-7051/614 336-7051.