

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. At least one member of the panel must be a minority and at least one member must be a female, who are not the same person.
- **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 the 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.
- 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.