



# TRADOC HIRING GUIDE

HQ TRADOC DCS G-1/4, Civilian Human Resources  
Directorate

A helpful guide to help TRADOC Hiring  
Managers navigate the hiring process



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# Introduction to the Hiring Guide



## Purpose

This document is intended to help TRADOC hiring officials understand the entire hiring process from start to finish. The federal hiring process can be confusing to navigate, understand and many hiring officials are not sure where to go to find information, therefore, extending beyond the 80 day time to hire requirement. Army is losing quality candidates because of the lengthy hiring process. In an effort to reduce the time, this guide was developed to provide hiring officials with a clear and easy-to-follow, easy-to-access tool.

**NOTE This is a general guide** - not all steps will apply in all cases and not all steps are detailed here. Check with your organization to find out if additional steps are required.



## Usage

You can use this document in a variety of ways. If you are a new Hiring Manager and have never hired an employee at TRADOC before, reading this document in its entirety will provide you with an understanding of all components of the hiring process. You can also use it as a reference guide throughout the process. If you are familiar with the process overall, but have a specific question regarding one step or topic, you can navigate to specific step using the table of contents or Hiring Timeline



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## Introduction

# Recruitment vs Hiring

Filling a vacancy is about more than selecting an applicant for the job. It's about attracting the best talent available. To secure the most qualified and diverse candidates, you will need to focus on recruitment as well as hiring. See the difference described below.

## Recruitment

*Recruitment is a targeted and conscious effort to find qualified and diverse candidates. Recruitment activities involve strategic outreach to the communities that focus on skills necessary for a given field.*

## Hiring

*Hiring happens at the point of employment. It is the process of selecting and appointing a job applicant. Hiring considers the open vacancies at one given point in time.*



Overview

# Overview of Hiring Process

This section will give you an understanding of common terms and general information pertaining to the hiring process. Please be sure to consult with your higher level unit (Brigade, Directorate, etc.), G1, DRM/G8, DCG/DtCG/CG, CoS, etc before initiating any recruit fill.

## Key Activities

- Hiring Phases
- Key Roles and Responsibilities
- Enabling Systems and Technology
- Appropriated Fund Positions
- Special Hiring Authority
- Pathways Program
- Recruitment Tools
- Considerations: Recruitment Incentives



## Overview of the Hiring Process

# Hiring Phases



### Pre-Hiring Phase

During the pre-hiring phase you will work to plan and prepare for filling your vacancy. This begins with a strategic conversation between you and your CPAC, G-1, Resource Management Office or HR Liaison in accordance with the TRADOC CoEs/Schools/activities staffing plan.

#### Preparing the JOA



A closer look at preparing your Job Opportunity Announcement (JOA).

- 1.1 The Job Analysis
- 1.2 JOA

#### Application Period



An overview of the application period.

- 2.1 While You Wait

#### Applicant Evaluation



An overview of what to expect with the Certificate of Eligibles.

- 3.1 Understanding the RPL, PPP, and the ICTAP
- 3.2 Understanding the Certificate of Eligibles
- 3.3 The Certificate Timeline

#### Candidate Selection



An overview from Interview Panel to Returning the Certificate.

- 4.1 Assembling Interview Panel
- 4.2 The Interview
- 4.3 Sample Interview Questions
- 4.4 Interview: Do's and Don'ts
- 4.5 Basic Reference Check
- 4.6 Returning the Certificate
- 4.7 Extending Tentative Job Offer



### Pre-Employment and Onboarding Phase

After you have selected a candidate, the CPAC extends Tentative Job Offer (TJO) and starts the pre-employment process. This phase covers the Final Job Offer (FJO), and Entrance on Duty (EOD).



## Overview of the Hiring Process

# Key Roles and Responsibilities

The hiring process has several key players with different responsibilities throughout the process. This page provides guidance and clarity on specific roles and responsibilities. This may vary between TRADOC Organizations.



### **Hiring Manager**

This is you! You are responsible for identifying the hiring need, developing the recruitment package, advising the HR Specialist on the position, and selecting a candidate(s) from the certificate of eligibles. Although you will not drive the overall process, you will work closely and communicate with your CPAC Human Resources Specialist, your local HR Liaison, G-1 and/or Resource Management Office along the way.



### **CPAC Human Resources Specialist**

The HR Specialist may be referred to as “staffing specialist.” They are your strategic partner in the hiring process. They will advise you on recruitment strategies, job analysis and support you throughout the hiring process. They create and post the Job Opportunity Announcement (JOA). They review and evaluate candidate applications, contact candidates, and negotiate incentives with candidates, if necessary. They will also remain your go-to resource for questions and guidance about the overall process or any specific steps within it.



### **Human Resources Liaison**

HR Liaisons’ roles vary by CoE/School/Activity. This may be someone from G-1 or Resource Management Office. They may perform a variety of resource management and administrative duties. HR Liaisons can assist you with your organizations hiring process, which may include initiation of the Request for Personnel Action (RPA).



### **Candidate**

The individual applying to fill your vacancy, seeking to become a TRADOC employee.





## Overview of the Hiring Process

# Enabling Systems and Technology

You can expect to use one or several of the HR systems and technology listed here during the overall hiring process.



### **Defense Civilian Personnel Data System (DCPDS)**

Used to process personnel actions and maintain workforce data. Features: MyBiz+ and MyTeam, Employment Verification, Personnel Actions, and Personal Information.



### **Fully Automated System for Classification (FASCLASS)**

Allows HR Specialists to create and edit Civilian position descriptions.



### **Civilian Personnel On-Line (CPOL)**

CPOL also referred to as "Portal" is a one-stop site where provides access to all the other HR systems. The Portal provides you with access to the Manager's tab.

- Employee Data –View employee information.
- Org Structure - View positions within your Organization.
- RPA Tracker - View the entire contents of RPA and monitor the approval process
- Automation Innovation Center (AutoNOA) - Initiate RPAs



### **USA Staffing® (USAS)**

USAS provides a systematic approach for the staffing specialist to recruit for vacant positions and communicate with the Hiring Managers (HM). The HM and HR Specialist will communicate using the tools in the USAS which increases transparency and captures activity normally occurring through e-mail communication, such as assessment and Job Opportunity Announcement (JOA) reviews and approvals.



## Overview of the Hiring Process

# Appropriated Funds Positions

Appropriated Fund Positions Civil service or appropriated positions are government positions funded by Congress and apply to a wide variety of career fields such as education and training, human resources, contract administration, skilled labor, and intelligence in competitive or excepted service. Most positions in TRADOC are part of the competitive service.

Competitive Service	Excepted Service
<p>Competitive service jobs are under OPM's jurisdiction and subject to the civil service laws passed by Congress under Title 5, United States Code (USC) to ensure that applicants and employees receive fair and equal treatment in the hiring process.</p>	<p>Positions may be in the excepted service by law, by executive order, or by action of OPM and are not subject to rules of Title 5 USC. Within TRADOC, certain positions, such as Defense Civilian Intelligence Personnel Systems (DCIPS) and Defense Language Institute (DLI) positions, are classified as excepted service. Persons employed in one of these positions are considered to be in the excepted service for the duration of their service</p>

Permanent Appointments in the Competitive Service	Permanent Appointments in the Excepted Service	Time-Limited Appointments
<p>Most permanent appointments to the Federal Wage System (FWS) or General Schedule (GS) begin as career-conditional. Career-conditional employees attain career tenure after completing three years of substantially continuous creditable service.</p>	<p>Appointments in the excepted service are acquired either by virtue of the position held or by virtue of the legal authority used for appointment. For example, Veterans Recruitment Appointment (VRA) or Schedule A Appointments are initially for two years in the excepted service, then can be converted to the competitive service. An additional year of service is then required before you obtain career tenure.</p>	<p>Temporary and Term appointments are time-limited appointments and confer no status or competitive appointment eligibility. Under the GS or FWS system, a temporary appointment may be extended in increments of up to 1 year, not to exceed 3 years. A term appointment can be extended up to a total 6 years.</p>



## Overview of the Hiring Process

# Special Hiring Authorities

These appointing authorities enable TRADOC to hire individuals non-competitively and can be used at your own discretion. List is not all-inclusive.

### Military Spouse Appointment

This authority allows TRADOC to non-competitively appoint eligible candidates to a competitive service position. It is separate from the Military Spouse Preference Program, which entitles the spouses of service members to appointment over other candidates.

**Candidate profile:** A service member's spouse, when the service member meets one of the following descriptions:

- Has received Permanent Change of Station move;
- Has a 100% disability rating and/or unemployable; or
- Died while on active duty

**Appointment term:** Varies based on type:

- Temporary - Increments of 1 year; NTE 3 years
- Term - 1 to 6 years
- Permanent - Indefinite

### Schedule A Appointment

Schedule A is an appointment in the excepted service. You can use it to fill special jobs for which it is impractical to use standard qualification requirements and traditional competitive procedures. At TRADOC, however, you will mainly use it for appointing persons with disabilities. Eligible individuals may apply non-competitively to a merit promotion announcement.

**Candidate profile:** Most often, a person with an intellectual disability, a severe physical disability, or a psychiatric disability.

**Appointment term:** 2 year trial period, after which employees may be non-competitively converted to a permanent appointment in the competitive service

### Veterans' Recruitment Appointment (VRA)

This special hiring authority empowers TRADOC to appoint an eligible veteran without competition. You can use it to fill GS-11 positions or below that are otherwise in the competitive service.

**Candidate profile:** A veteran who meets one of the following descriptions:

- Has received a campaign badge for service during a war or in a campaign or expedition;
- Is a disabled veteran;
- Has received an Armed Forces Service Medal for participation in a military operation; or
- Is a recently separated veteran (within the last 3 years) and separated under honorable conditions (i.e., honorable or general discharge)

**Appointment term:** 2 year trial period, after which employees may be non-competitively converted to a permanent appointment in the competitive service.

### 30% or More Disabled Veterans Appointment

This special hiring authority enables you to non-competitively appoint eligible candidates to any competitive service position. You can use it to make permanent, temporary, or term appointments. Unlike the VRA, there is no grade-level limitation.

**Candidate profile:** A person who served in the Armed Forces at any time, was separated from active duty under honorable conditions, and who has established the present existence of a service-connected disability or is receiving compensation, disability retirement benefits, or pension because of a public statute administered by the Department of Veterans Affairs or a military department.

**Appointment term:** Varies based on type:

- Temporary - Increments of 1 year; NTE 3 years
- Term - 1 to 6 years
- Permanent - At least 60 days, after which employees are converted at manager's discretion.

**Tip** Visit the [OPM Vets Guide](#) for more information on Veterans' Preference.



## Overview of the Hiring Process

# Pathways Programs

Pathways Programs channel students and recent graduates into the Federal workforce. Use them to create a pipeline of educated and skilled employees into growth and leadership positions. After successfully completing the initial excepted service appointment, Pathways participants can be noncompetitively converted to permanent or term positions.



### Internship Program

The Internship Program provides paid opportunities to students who are enrolled (or accepted for enrollment) in a variety of qualifying educational institutions. Participants work either part- or full-time, filling staffing gaps in your office while exploring Federal careers within their fields of study. Long-term Interns take on substantial projects related to their academic interests, while temporary Interns Not-to-Exceed (NTE) fill traditional summer jobs, or take on projects that don't require subject matter expertise. You will need to post a vacancy on USAJOBS to hire an Intern or Intern NTE.

**Candidate profile** Current students in an accredited high school, college, trade school, etc.

**Appointment term** Temporary up to 1 year or indefinite to complete educational requirement.



### Recent Graduates Program

The Recent Graduates Program promotes careers in the civil service to individuals who have graduated from qualifying programs or educational institutions within the past 2 years. (Veterans have up to 6 years if they could not apply on time due to their military service) Participants in this developmental program receive specialized training and professional development, complete an Individual Development Plan, and are assigned a mentor. You will need to post a vacancy on USAJOBS to hire a Recent Graduate.

**Candidate profile** Recent higher education program graduates

**Appointment term** 1 year



### Presidential Management Fellows (PMF) Program

The PMF Program is the Federal Government's premier leadership development program. It targets highly qualified advanced degree recipients who have an interest in and commitment to public service, demonstrate academic excellence, and possess management and leadership potential. The Office of Personnel Management (OPM) recruits, assesses, and selects PMF Finalists. You will need to publicize your PMF position on the PMF Talent Management System.

**Candidate profile** Recent professional or masters' degree graduates certified by OPM as PMF Finalists

**Appointment term** 2 years

**Tip** Use the Pathways Programs to get talent in the door, then retain the participants through non-competitive conversion. Visit the [OPM's Students & Recent Graduates](#) for more information on these programs.



## Overview of the Hiring Process

# Recruitment Tools

There are a variety of recruiting tools that are available to you. Make sure to follow your local organizations policy and approval process about which options are best for your specific hiring needs.



### Leverage your own personal/professional networks...

- Facebook, LinkedIn, Twitter, or other social media sites
- Stakeholder group listservs or message boards
- Colleagues personal/professional networks



### Explore options for broader outreach...

- Job fairs at schools and community events
- Contracted recruiting support from other Federal agencies or commercial firms (5 CFR Part 300)



### Consider potential monetary incentives

- Recruitment bonuses (5 CFR Part 575)
- Relocation bonuses (5 CFR Part 575)
- Retention allowances (5 CFR Part 575)
- Pay-setting for current or former Federal employees (5 CFR Part 531)
- Special salary rates (5 CFR Part 530)
- Student loan repayment (5 CFR Part 537)



### Build partnerships to broaden your network...

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



## Overview of the Hiring Process

# Considerations: Recruitment Incentives

## What are Recruitment Incentives?

Recruitment incentives allow you to attract candidates to positions that are likely difficult to fill. There are a number of incentives that you can utilize to make a position more attractive to candidates; however, it is important to remember that these are not entitlements and should not be used for every position or candidate. They generally require upper echelon approval.

## How do I offer a Recruitment Incentive?

Your HR Liaison, G-1 or Resource Management Office within your organization is your resource for determining which incentives, if any, you are able to offer. This is not an all-inclusive list.

### Superior Qualifications

Superior qualifications appointments involve setting pay at rates above step one of the GS grade to which new employees are appointed. The candidate's skills, competencies, experience, and education must be relevant to the requirements of the position to be able to incentivize an applicant with this offer.

### Student Loan Repayment

The student loan repayment incentive offers to repay candidates student-loan debt up to \$60,000. For every year a candidate works for the federal government \$10,000 of their loan can be repaid. It should be noted that it is required that a candidate commit to the position in federal service for three years if offered this incentive.

### Leave Enhancement

Traditionally, new employees earn four hours of annual leave per pay period upon entry to Federal service regardless of their past private sector experience. You can offer credit for years of experience based on a candidate's past experience in order for them to accrue leave hours at a higher rate; however, this is not an entitlement and applicants should not expect this in their offer.

### Recruitment/Relocation/Retention Bonus

A *recruitment bonus* of up to 25% of the annual rate of basic pay may be offered to highly qualified and specialized candidates. A *relocation bonus* of up to 25% of the annual rate of basic may be offered when a candidate must relocate to accept positions in a different commuting area. It has been determined in the absence of such a bonus, the position would be difficult to fill. A *retention bonus* of up to 25% of the annual rate of basic may be offered to certain current employees to retain their services. A current employee is eligible for a retention allowance based on the unusually high or unique qualifications of the employee or a special need of the agency for the employee's services.

**Tip** Recruitment incentives must be approved according to organizations policy, considered up front and cannot be added to a recruitment *after* the JOA is posted.



# Pre-Hiring Activities

Pre-hiring activities are key to achieving an effective, efficient hiring process, which will result in hiring the right person, for the right job, in a timely manner. Once you determine a need to fill a position, whether it is new or existing, contact your organizations HR Liaison to discuss the position itself, recruitment strategies, and any current or potential issues which could impact the hiring process.

## Key Players

-  Hiring Manager
-  HR Specialist
-  HR Liaison

## Key Technologies

-  FASCLASS
-  CPOL

## Key Activities

- Review your strategic workforce plan
- Review Hiring Timeline
- Obtain Organizational and/or budgetary approval
- Review PD for accuracy, update if needed.
- Conduct Strategic Recruitment Discussion (SRD) with CPAC



# Pre-Hiring Activities Quick Reference Guide and Hiring Timeline

**\*\* NOTE: Items highlighted in yellow counts towards Management Time**

Item	Action	Owner	Hiring Guide Reference	Timeline Goals		
<b>Pre-Hiring Activities</b>						
<b>A</b>	Validate need and obtain approval to hire	HM	Page 17	3 Days		
<b>B</b>	Review Position Description (PD)	CPAC and HM	Page 18-21			
<b>C</b>	Prepare SRD	CPAC and HM	Page 22			
<b>D</b>	Submit Recruit Fill Web Ticket	HM	Page 23			
<b>E</b>	RPA is created in DCPDS	HM and CPAC	Page 24-25			
<b>80-Day Hiring Model Begins</b>						
<b>PHASE 1: Develop and Post Job Opportunity Announcement (JOA)</b>						
<b>1A</b>	Prepare and Confirm Job Analysis (JA)	CPAC and HM	Page 27-28	7 Days		
<b>1B</b>	Create JOA	CPAC	Page 29			
<b>1C</b>	Review and Approve JOA	HM				2 Days
<b>1D</b>	Post JOA	CPAC				
<b>PHASE 2: Applicant Period</b>						
<b>2A</b>	Prepare for Interviews	HM	Page 30	10 Days		
<b>PHASE 3: Applicant Evaluation</b>						
<b>3A</b>	Announcement closes	CPAC	Page 32-34	16 Days		
<b>3B</b>	Evaluate applications for qualifications and eligibility					
<b>3C</b>	Clear RPL, PPP and ICTAP					
<b>3D</b>	Issue certificate of eligibles and update status of candidates					
<b>PHASE 4: Candidate Selection</b>						
<b>4A</b>	Review applications and schedule/conduct interviews. Check references, indicate selection in USA Staffing and return certificate	HM	Page 37-43	15 Days		
<b>4B</b>	Prepare and extend Tentative Job Offer to the selected candidate	CPAC	Page 44	3 Days		
<b>4C</b>	Tentative Job Offer accepted					
<b>Pre-Employment and Onboarding Activities</b>						
<b>A</b>	Submit 180 day waiver package, if selectee has retired from the Armed Forces within the last 180 days.	HM	Page 46	2 Days		
<b>B</b>	Initiate security investigation and pre-employment screening requirements (e.g. medical, UA, certification validation, orders)	CPAC	Page 47-49			
<b>C</b>	Candidate obtains security/suitability notification/clearance approval and completes all pre-employment requirement			10 Days		
<b>D</b>	Final Job Offer extended					
<b>E</b>	Final Job Offer accepted, EOD established			14 Days		
<b>F</b>	EOD Candidate					
<b>80-Day Hiring Model Ends</b>						
<b>Begin Army Civilian Acculturation Program</b>		HM	Page 50-51			





## Pre-Hiring Activities

# Obtain Approval for Position Funding

As you begin to gather and assemble all of the information needed to begin the recruitment process, you must follow your organizations process to obtain approval to fund the position and any recruitment incentives. Depending on your location/organization, the initial request may need to be routed through and approved by one or more of the following departments/individuals prior going to CPAC to initiate the RPA: higher level unit (Brigade, Directorate, etc.), G1, DRM/G8, DCG/DtCG/CG, CoS, etc.

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## Pre-Hiring Activities

# Position Description (PD)

You must use a valid PD for your recruitment. Typically, the PD is created and approved before the Request for Personnel Action (RPA) is created. To do this, you should understand common terms used in the classification process, when to use an existing PD, standardized PD, or establish a new PD.

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### Pre-Hiring Activities

# Position Description (PD), PD#, and Sequence Number

These terms are commonly used in the classification process.

<b>Position Description (PD)</b>
<b>PD#</b>
<b>Sequence Number</b>

<p>A position description or "PD" is a statement of the major duties, responsibilities, and supervisory relationships of a position, along with key position information critical to employment such as Fair Labor Standards Act (FLSA) designation, physical requirements, and risk/sensitivity level. In its simplest form, a PD indicates the work to be performed by the position. The purpose of a PD is to document the major duties and responsibilities of a position, not to spell out in detail every possible activity during the work day.</p>
<p>A PD# is an alphanumeric number associated with a PD in FASCLASS. You can search for an existing PD# through various ways. The first two letters represent the servicing CPAC, the last digits are auto created when PD is verified.</p>
<p>A sequence number is a six to seven-digit number (used for position management), which is assigned to an individual employee or vacancy upon creation of the Recruit Fill Request for Personnel Action (RPA). There can be multiple sequence numbers associated with one PD#, but only one sequence number per employee or vacancy.</p>

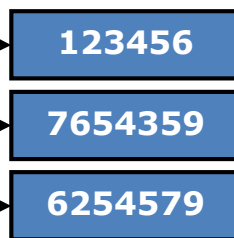
**Position Description**



**PD#**

**ER12345**

**Sequence#**





## Pre-Hiring Activities

# Classification of Positions

The majority of TRADOC’s positions are classified under the General Schedule (GS) with a smaller Federal Wage System (FWS) positions. You are responsible for maintaining up-to-date Position Descriptions (PDs) based on current position duties and responsibilities. PDs should be reviewed annually. Corrections and edits must be submitted to your servicing CPAC.

### GS

**Definition:** The classification system covered by Title 5 that includes a range of levels of difficulty and responsibility for positions in grades GS-1 to GS-15. White Collar

**Governing Body:** Office of Personnel Management (OPM), Section 5107 of title 5, United States Code (U.S.C.)

**Career Paths:** Professional, administrative, technical, clerical, and other

### FWS

**Definition:** Positions of recognized trades or crafts, or other skilled mechanical crafts, or in unskilled, semi-skilled, or skilled manual-labor occupations, to include foremen, and supervisors of such positions where experience and knowledge is a paramount requirement. Blue Collar

**Governing Body:** Office of Personnel Management (OPM), Section 5102 of title 5, United States Code (U.S.C.)

**Career Paths:** Trade, Craft and Labor

**System for PD:** Fully Automated System for Classification (FASCLASS)

**Classification Authority:** A Classifier in the CPAC or Delegated Classification Authority

**Tip** You may visit <https://acpol2.army.mil/fasclass/inbox/> to access the Army repository of positions descriptions.



## Pre-Hiring Activities

# Existing, New or Standardized PDs

In many instances, there is already a classified position description (PD) that you may use for the position you are recruiting for. Please review the criteria below to determine if you can use an existing or standardized PD, or create a new one.

### **When should I use an existing PD?**

- You have hired for this position recently **and**
- PD is classified **and**
- No standardized PD is available.

### **When should I classify a new PD?**

- You are making substantial changes to an existing PD.
- You do not have a PD that is verified by a Classifier in FASCLASS.
- You are hiring for a brand new position.
- Position has unique specialized job characteristics and knowledge requirements.
- No standardized PD is available.

### **Why use a Standardized PD?**

- Standardized PDs are generic, allows flexibility to meet changing needs in positions.
- Saves time writing PDs which expedites hiring process.
- Facilitates consistency in classification
- Program specific information will be captured in assessment questionnaire, specialized experience and performance plan.

**Tip** In most instances, you will be able to use an existing PD for your recruitment action. This will save a lot of time in the hiring process. Refer to the [Manager's Guide to Position Classification](#) for detailed information.



## Pre-Hiring Activities

# Strategic Recruitment Discussion

HR will work closely with you to determine recruitment strategies based on organizational needs, usually conducted as part of the Strategic Recruitment Discussion (SRD). This discussion should include the position(s) needing to be filled, job analysis, recruitment strategy, assessment questionnaire, and any potential issues which could impact the hiring process. A fillable copy of the worksheet is on page 56-59.

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## What might be discussed during this conversation?

### 1. Organization's Mission and Goals

- Strategic Goals
- Organizational Structure

### 2. Position Description

- Is the position description accurate?

### 3. Position and Role

- What are the major responsibilities, duties, and tasks that you will need this person to perform?

### 4. Skills, Competencies and Experience

- What Knowledges, Skills and Abilities are needed to be successful in the position?

### 5. Other Requirements

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

### 6. Recruitment Strategies

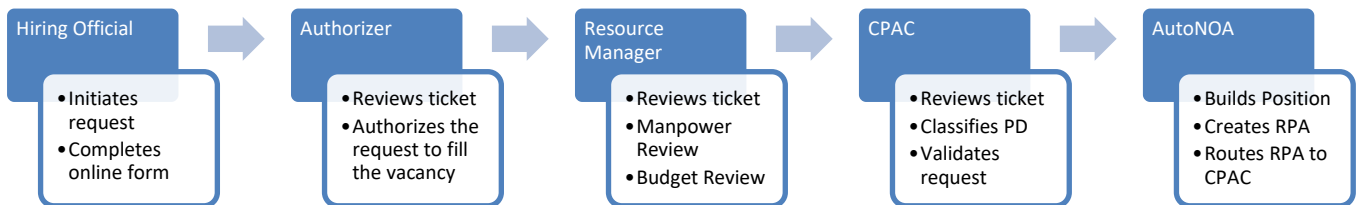
- Is the position difficult to recruit?
- Were prior recruitment efforts successful?
- Where would you find the best candidates?
- What flexibilities can be used?
- What hiring authorities can be used?



## Pre-Hiring Activities

# Submitting a Request for Personnel Action (RPA) in AutoNOA Recruit Fill Tool

Process varies between TRADOC Organizations, therefore you should work with your HR Liaison, Resource Management Office and CPAC through a web ticket to compile all necessary information for your recruitment RPA. Once all data and approvals are in place via the web, AutoNOA Recruit Fill Tool will create the position sequence & RPA in DCPDS and route the RPA to the appropriate HR Specialist, **the 80-day hiring model timeline begins.**





### Pre-Hiring Activities

## Initiating a Web Ticket in AutoNOA

A web ticket is a tracking number that is generated when a Recruit Fill Request for Personnel Action (RPA) is initiated. This number is only used to monitor the request in AutoNOA. The steps below outline the process for initiating a recruit fill web ticket in AutoNOA:

RPA CREATION: After the CPAC phase is completed, AutoNOA will create the sequence in DCPDS, create the RPA using the **SMART Number**, attach the sequence to the RPA & route it to the servicing personnel office.

- Step One.** Log on to the AutoNOA system: <<https://autonoa.army.mil/>>.
- Step Two.** AutoNOA > RPAs
- Step Three.** Click Manager > Dashboard.
- Step Four.** On the *Manager Dashboard* page, click the "**Initiate RPA**" to start a new request



Initiate RPA

Completed	
Not Finished	
Returned	
Denied	

### Did you know?

#### MANAGER DASHBOARD

- View & track phases of the web ticket on the Recruit/Fill dashboard.
- Click the **Ticket Number** to complete the request.
- Click "**View Ticket Summary**" to view all submitted questions, answers, and date/time stamps.
- "**Add Another Manager**" to work the initial request with a co-worker/manager.
- Good practice to use this feature in case the originating manager is out of the office
- "**Delete Ticket**" option-This is available at any time until the request reaches the CPAC phase.

(Continued on next page)





## Pre-Hiring Activities

# Initiating a Web Ticket in AutoNOA (Continued)

- Step Five.** Fill in the required fields (\*), click **"SAVE/NEXT"** to move to the next page.
- Step Six.** Click **"SAVE/COMPLETE"** when the ticket is ready to be sent to the Authorizer.
- Step Seven.** Click **"No, not finished/ready"** to make updates or **"Yes, send to Authorizer"**

Do you want to submit the request to the Authorizer?

No, not finished/ready

Yes, send to Authorizer

### Did you know?

- Reference the manager training material on the bottom of the screen
- There are 7 Sections to complete
- Answers for one question may pre-populate or drive questions/answers in later sections
- Hover over questions or answer boxes for additional pop-up tips & clues for how to answer the question
- Error messages must be fixed prior to moving on

Thank you for your submission. An email has been sent to the Authorizer.

[Return to your Manager Dashboard](#)

- Step Eight.** Position Description (PD) must be reviewed and classified by CPAC before RPA is created.
- Step Nine.** When the RPA has been created in DCPDS, the manager will receive an email. The CPAC HR Specialist will reach out to you to schedule the Strategic Recruitment Discussion (SRD) and Job Analysis, as required.

## 80-Day Hiring Model begins



Phase  
**1**

# Preparing the JOA

The following section provides an overview of the necessary components of the Job Opportunity Announcement (JOA). Through an in-depth look at the job analysis, competencies, and task statements that make up the JOA, you will be equipped with the knowledge needed to understand this phase of the hiring process.

## Key Players



Hiring Manager



HR Specialist



HR Liaison

## Key Technologies



USA STAFFING

## Key Activities

- Job Analysis
- Identify core competencies desired and needed for vacancy
- Create, develop, and finalize JOA



## Preparing the Job Opportunity Announcement

# The Job Analysis

The job analysis is the foundation for all assessment and selection decisions. A valid job analysis provides data used to develop effective recruitment, selection, performance management, and career development.

### What is a Job Analysis?

A job analysis is a systematic review of the duties of a position and the competencies that are required to perform them effectively. They are both essential tools for effective hiring and legal requirements for Federal employment practices.

### Why is a Job Analysis needed?

A job analysis is required by Chapter 5 of the Code of Federal Regulations, Part 300 (5 CFR 300) to identify basic duties and responsibilities of the position; the knowledge, skills, and abilities required to perform the duties and responsibilities; and factors that are important in evaluating candidates.

### Value of the Job Analysis

To identify the best person for the job, you must fully understand the nature of the job. The job analysis provides the criteria that will be used to determine which applicants will be referred for consideration. Failure to have an accurate and complete job analysis can result in a less than satisfactory referral list.

**Tip!** The [Uniform Guidelines on Employment Selection Procedures](#) (29 CFR Part 1607), provides general guidance on employee selection including when and how to conduct a job analysis.

### When to Conduct a Job Analysis?

You do not need to conduct a new job analysis every time you seek to fill a job. Where job openings in the same occupation recur frequently, you can often rely on selection instruments that were developed from recent job analyses of that occupation. Make sure to talk with your HR Specialist to determine if a new analysis needs to be completed.

### Who Does What?

#### HR Specialist:

Performs the actual analysis of the job and documents the findings in consultation with Hiring Manager.

#### Hiring Manager:

Provide full knowledge of the duties of the position and the competencies necessary to perform the work. Consults with the HR Specialist, provides necessary information and documents.

**Be Prepared!** Make sure you are prepared to discuss your position with the HR Specialist, so that you can help them complete your Job Analysis in a timely manner. You can prepare by talking with your HR Liaison, review information and materials related to the vacant position.



## Preparing the Job Opportunity Announcement The Job Analysis (Continued)

The Job Analysis (JA) Worksheet is used to create the assessment in which the applicants are rated on. A fillable copy of the worksheet is on page 60-63. The process in which the JA is completed varies by CPAC. Below outlines general information that is gathered to create the JA.

### Task Statements (Column One)

HR will work closely with you to identify and prioritize task statements performed on the job through the use of the position description (PD), classification standard, qualification standard, performance objectives, etc. Task statements are included in the JOA and used to measure the degree to which each applicant possesses the competencies/KSAs identified in the JA.

**Tasks Statements = (Verb + Direct Object + Qualifying Statement)**

### Sources (Column Two)

HR will identify the source of each task statement.

### Competency (Column Three)

Required competencies to perform the task.

### Frequency (Column Four)

Is this task completed every few months or hourly?

### Importance (Column Five)

Is it not important or extremely important?

### Needed at Entry (Column Six)

Is the competency needed at entry or can it be acquired through training?

### Distinguishing Value (Column Seven)

It is important to determine how valuable a competency is for distinguishing between a superior and minimally acceptable employee. The easiest way to do this is to think back on people who have performed the job or similar jobs at a superior level and consider the competencies they possessed that those operating at the acceptable level lacked. Is the distinguishing value of the task not valuable or extremely valuable?

### Specialized Experience Statement

Review statement suggested by HR and/or describe the specialized experience required upon entry for the position. If you are recruiting for two or more grade levels, describe the specialized experience requirements for each grade level. Note that your suggestion(s) may be edited by HR to ensure it meets the guidelines and best practices for writing specialized experience statements.



## Preparing the Job Opportunity Announcement

# The Job Opportunity Announcement (JOA)

Your JOA is used to advertise your vacancy on USAJOBS. It informs applicants of the key aspects of the position, how they can apply, and how applications will be evaluated and ranked. A Staffing Specialist will develop a draft JOA for you to review and approve.

### Required JOA Elements

- Agency name;
- Announcement number;
- Position Title; Series; and Grade or equivalent and entrance pay;
- Open/closing dates
- Duty location;
- Number of vacancies;
- Description of Major Duties, Specialized Experience Statement, and qualification requirements;
- Basis for rating
- Agency's definition of "well qualified" – Priority Placement Program (PPP), Interagency Career Transition Assistance Program (ICTAP) and Reemployment Priority List (RPL);
- Selective Placement Factor, if applicable
- How to apply and what required documents to submit;
- Information on how to claim Veterans' Preference;
- EEO Statement; and
- Reasonable Accommodation Statement.

**NOTE** More information on Major Duties, Specialized Experience Statement and Selective Placement Factors can be found on pages 64-65

### Optional JOA Elements

- Recruitment/Relocation incentive opportunities;
- Alternative work schedules;
- Part-time employment and job sharing opportunities;
- Telework options;
- Employee benefits;
- Work/Life programs;
- Transit subsidies;
- Employee assistance programs;
- Incentive award opportunities; and
- Development and training opportunities



Phase  
**2**

## Application Period

After you approve the Job Opportunity Announcement (JOA), the JOA is published and the application period begins. Candidates submit their applications on USAJOBS. The HR Specialist receives these applications and will initially assess their eligibility and qualifications. As you wait for the results, you should prepare for the next phase of screening: interviews.

### Key Players



Hiring Manager



CPAC HR Specialist



HR Liaison



Candidate

### Key Technologies



USA Staffing

### Key Activities

- CPAC receives and reviews candidate applications
- Prepare for interviews



## Application Period While You Wait

The application period captures the time during which candidates apply to the Job Opportunity Announcement (JOA). While the JOA is open, you can lay the groundwork for a smooth interview process later on.

### Prepare for interviews

Here are some things you can do to get ready for upcoming interviews and ensure that you are prepared and confident for the interview process:



#### **Identify Interview Panel Members**

Check your organization's hiring policy to see if a panel interview is required. For tips on assembling an interview panel, see page 37 of this guide.



#### **Develop interview questions**

These questions should help you make the most out of your interview with the candidate. Think critically about what you want to know about them, their experiences, and their skills. For some sample interview questions, see page 39 of this guide.



#### **Block off time on your calendar**

Avoid scheduling conflicts by blocking off time on your calendar as early as possible. During the interview make sure to devote your complete attention to the applicant.



#### **Reserve interview rooms**

If you require a room to conduct an interview, take a proactive stance and reserve a room as soon as you have scheduled an interview.



Phase  
**3**

## Applicant Evaluation

After closing the Job Opportunity Announcement (JOA), the HR Specialist evaluates all the applicants. The HR Specialist first screens the applicants for their eligibility and ensure they meet the qualifications, including Veterans' preference. The HR Specialist ranks the applicants and includes those who are best-qualified in a Certificate of Eligibles or "Cert," which they will pass on to you. During this phase, you, as the Hiring Manager, should continue to prepare for interviews.

### Key Players



Hiring Manager



Staffing Specialist

### Key Technologies



USA Staffing®

### Key Activities

- Clear RPL/PPP/ICTAP
- Evaluate applications for eligibility and qualifications
- Issue Certificate of Eligibles
- Continue preparing for interviews





## Application Evaluation Understanding RPL, PPP, and ICTAP

Prior to filling a position, the HR Specialist must follow regulations regarding Reemployment Priority List (RPL), Priority Placement Program (PPP), and Interagency Career Transition Assistance Plan (ICTAP).

### RPL

The RPL is a statutory mandated program. The RPL includes former competitive service employees that have been separated by reduction in force (RIF) or formerly injured yet fully recovered after more than one year. When filling a vacancy, you **must** give RPL registrants priority placement over internal and external candidates.

### Did you know?

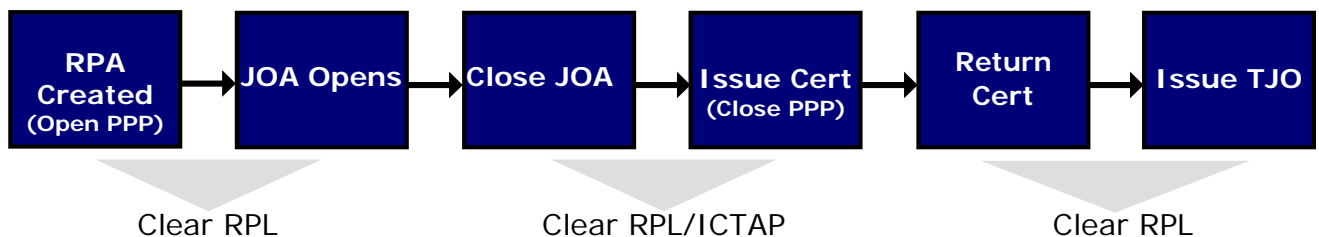
In addition to competitive recruitments, HR is required to check for RPL, PPP, and ICTAP eligibility during non-competitive hiring actions (reassignments, etc.).

### PPP/ICTAP

The PPP is a DoD placement program. The ICTAP is a government wide placement program. The PPP and ICTAP grant priority selection to well-qualified Federal employees who fit the definition of “surplus” or “displaced”. PPP and ICTAP applicants must be considered for competitive service and excepted service vacancies **before** other applicants under merit promotion procedures or competitive procedures as applicable. Your CPAC will notify you of any PPP or ICTAP candidates during the hiring process.

### Checking for RPL/PPP/ICTAP Eligibility

- RPL is cleared three times during the hiring process to check for potential candidates (see graphic below), including: (1) Prior to recruitment, (2) prior to issuing the cert, and (3) prior to issuing the tentative job offer (TJO).
- PPP/ICTAP is cleared only prior to issuing the certificate.



**Tip** For more information on RPL, PPP, and ICTAP please reference [OPM’s Guide to Career Transitions](#).



## Application Evaluation

# Understanding the Certificate of Eligibles

The HR Specialist rates and ranks applications to create the Certificate of Eligibles (“Cert”). The best qualified/eligible candidates will appear on the Cert and be considered for employment.

### What is the Cert?

The Certificate of Eligibles, also known as the Applicant Referral Certificate and/or the Referral List, captures the best-qualified, eligible candidates. The applicants who are referred on the certificate are ones who you can consider for the vacancy.

### How many Certs will I receive?

Depending on how you advertise your vacancy, you can receive up to four different cert lists with eligible candidates. Delegated Examining (DE) vacancies are open to all US citizen. Merit Promotion (MP) vacancies are open to current and previous federal employees, and other eligible candidates and may include competitive, non-competitive, and veterans recruitment appointments (VRA).

#### Did you know?

If **RPL**, **PPP**, or **ICTAP** candidates are identified during the evaluation process, they will be referred directly to you for placement.

### What will you see on the Cert?

- Certificate number
- Title of the job
- Series of the position
- Grade of the position
- Duty location
- Applicants Information
- Veterans' preference symbol of each eligible (CPS, CP, XP, TP or NV) (*DE only*)
- Name of the staffing specialist
- Issue date
- Expiration date



## Application Evaluation

# What to Expect Next: The Certificate Timeline

Certificates have an expiration date. Selections must be made within the given time frame.



**Review Applicants:** You are expected to pick a candidate from your issued certificate and return it in **14 calendar days** or less. If needed select multiple alternates.



**Issue Certificate:** A Certificate of Eligibles expire in **90 days** from the date of issuance.



**Extend Certificate:** Under extenuating circumstances, that an extension is required, a request must be sent to the servicing CPAC prior to expiration of the certificate. If the request for extension is not received prior to the expiration date, this certificate will no longer be valid and available for selections.

**Tip** Certificate of Eligibles – or shared a Cert – may be re-issued without re-advertising if another vacancy becomes available for a position with the exact same duties, qualifications, and duty location, as long as it is within 180 calendar days of the initial date of issuance of the certificate and PPP and ICTAP requirements are met. Please talk with your HR Specialist if you wish to re-issue an existing certificate.



Phase  
**4**

## Candidate Selection

In the candidate selection phase, you will decide which candidate is the most qualified for your vacancy though any selection from a list of eligible candidates is considered a valid selection as all candidates on a referral list are considered to be among the best qualified. After you've conducted interviews, checked references, and returned the certificate, your HR Specialist will extend a tentative job offer (TJO) to the selected candidate. As soon as the candidate accepts the TJO, you are one step closer to filling your vacancy and onboarding a new employee.

### Key Players

-  Hiring Manager
-  CPAC HR Specialist
-  HR Liaison
-  Candidate

### Key Technologies

-  USA Staffing®

### Key Activities

- Receive Referral List
- Interview candidates (as needed)
- Check References
- Make primary and alternate selections
- Extend TJO



## Candidate Selection

# Assembling an Interview Panel

Prior to the interview process you will need to determine if you are required to use an interview panel by following your local hiring policy. This section explores the advantages, disadvantages, and best practices for assembling a panel of interviewers in the event a panel is required.

In a panel interview a candidate is interviewed by a panel of two or more people. This type of group interview is usually a question-and-answer session. Panel interviews can be either structured or unstructured. When organized properly, a panel interview can create a broader picture of the candidate than a one-on-one interview would produce.

### Advantages of Using a Panel of Interviewers

- Multiple interviewers hear the same information and have a common basis for comparison reactions and how well they believe the applicants match the requirements of the position.
- Feedback from multiple people increases the credibility of the process and can provide additional protection from discrimination claims.
- Weaker interviewers can gain experience in a group setting.

### Disadvantages of Using a Panel of Interviewers

- Scheduling everyone can be challenging and time consuming.
- It increases the risk that someone may utter something inappropriate.
- It might increase the tension for the applicant. Applicants tend to be more nervous in front of a group.

### When selecting members of an interview panel, keep these tips in mind:

- Ask yourself if an interview is truly needed or is there a candidate you can select based off just the resume.
- If you find yourself needing a panel, try to find panel members who are available to participate fully for duration of interviews.
- It is recommended to assemble a diverse hiring panel. Your panel should be diverse in terms of age, gender, ethnicity and work experience.
- It is recommended that an interview panels should not exceed five persons for higher graded positions and not exceed three for positions in lower grades.



## Candidate Selection

# The Interview

The following guidance and sample interview questions will help interview panelists and you make the most of a candidate interview. Following the guidance below will help you prepare for interviews and help you make an informed hiring decision.

### The Setup



Assemble your team of panelists with people skills, a broad range of subject matter expertise, and a diverse representation of our workforce.

### The Welcome



The interview portion of the hiring process can be exciting yet intimidating for a candidate. Greet the candidate when they arrive and thank them for coming. Build rapport with them so that the interview feels more like a conversation.

### The Warm Up



As you begin the interview, provide the candidate with a brief overview of the interview process, the job position, and TRADOC. Start with a few warm-up questions to put the candidate at ease before working up to more substantial, behavioral questions.

### The Main Event



After the introductory question(s), begin asking questions that relate to the position requirements. The categories and questions on the next page are sample questions to help you navigate the interview. This is not a comprehensive list. It is meant to spark your thinking about what you seek to learn about the candidates.

### The Follow Up



After you ask the candidate questions, let them ask any questions they may have. This provides you with an excellent opportunity to elaborate on TRADOC, your role, and details of the specific job responsibilities. Be prepared to answer a variety of questions from the candidate.

### The Departure



Before concluding the interview, inform the candidate of your anticipated timeframe for making a decision. Finally, thank the candidate again for interviewing with you and TRADOC.



## Candidate Selection

# Sample Interview Questions

### Administrative Skills

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

### Attention to Detail

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

### Change Management

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

### Customer Service

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

### Decision-Making

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

### Interdisciplinary Skills

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

### Skill Areas

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

### Teamwork

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



## Candidate Selection Interview Do's and Don'ts

These are best practices to pursue when conducting applicant interviews. These do's and don'ts highlight questions to ask in order to make an informed decision when selecting a candidate.

	DO's	DON'TS
Age	<ul style="list-style-type: none"> <li>If applicant is older than 18</li> <li>If applicant is younger than 18 or 21, if job related</li> </ul>	<ul style="list-style-type: none"> <li>Date of birth</li> <li>Date of high school or college graduation</li> </ul>
Arrest Record and Convictions	<ul style="list-style-type: none"> <li>If applicant has ever been convicted of a crime</li> </ul>	<ul style="list-style-type: none"> <li>Whether applicant has ever been arrested</li> </ul>
Citizenship	<ul style="list-style-type: none"> <li>Whether the applicant is a U.S. citizen or has current permit/visa to work in the U.S.</li> </ul>	<ul style="list-style-type: none"> <li>Whether applicant is a citizen of a country other than the United States</li> <li>Date of U.S. citizenship</li> </ul>
Education	<ul style="list-style-type: none"> <li>Training applicant has received, if related to the job</li> <li>Highest level of education attained, if certain background is necessary to perform the job</li> </ul>	<ul style="list-style-type: none"> <li>Date of high school or college graduation</li> </ul>
Language	<ul style="list-style-type: none"> <li>What language applicant speaks and/or writes fluently, if job related</li> </ul>	<ul style="list-style-type: none"> <li>Applicant's native language</li> <li>Language commonly used at home</li> </ul>
Military	<ul style="list-style-type: none"> <li>What type of training, education, work experience did applicant receive in the military</li> </ul>	<ul style="list-style-type: none"> <li>Applicant's type of discharge</li> </ul>
Name	<ul style="list-style-type: none"> <li>Whether applicant has ever worked under a different name</li> </ul>	<ul style="list-style-type: none"> <li>The original name of an applicant whose name has been legally changed</li> <li>The ethnic association of applicant's name</li> <li>Applicants maiden name</li> </ul>
Organizations	<ul style="list-style-type: none"> <li>Applicant's membership in any professional, service, or trade organization relevant to their ability to perform the job</li> </ul>	<ul style="list-style-type: none"> <li>List of all clubs or social organizations to which applicants belong</li> </ul>
Physical Limitations or Disabilities	<ul style="list-style-type: none"> <li>Whether applicant has the ability to perform the duties of the job for which they are applying</li> </ul>	<ul style="list-style-type: none"> <li>The nature or severity of an illness or physical condition</li> <li>Whether applicant has ever filed workers' compensation claim</li> <li>Any recent or past operations or surgery and dates</li> <li>Whether applicant has ever had prior work-related injuries</li> </ul>
Reference Checking	<ul style="list-style-type: none"> <li>Previous work contacts</li> </ul>	<ul style="list-style-type: none"> <li>Name of applicant's religious leader</li> <li>Whom to contact in case of emergency</li> </ul>
Residence	<ul style="list-style-type: none"> <li>Applicant's place of residence</li> <li>Alternate contact information</li> </ul>	<ul style="list-style-type: none"> <li>Previous addresses</li> <li>Birthplace of applicant or applicant's parents</li> <li>Length of current and previous addresses</li> </ul>

(Continued on next page)





## Candidate Selection Interview Do's and Don'ts (continued)

NEVER ACCEPTABLE	
Gender, Sex, or Family Composition	<ul style="list-style-type: none"> <li>• Gender or sex of the applicant</li> <li>• Marital Status</li> <li>• Dependents of applicants or child-care arrangement</li> </ul>
Financial Status	<ul style="list-style-type: none"> <li>• Applicant's debts or assets</li> <li>• Whether applicant owns home</li> <li>• Whether applicant has ever declared bankruptcy</li> </ul>
National Origin or Ancestry	<ul style="list-style-type: none"> <li>• Applicant's lineage, ancestry, national origin, or parentage</li> <li>• Nationality of applicant, applicant's parents, or spouse</li> <li>• Applicant's maiden name</li> </ul>
Photographs	<ul style="list-style-type: none"> <li>• Photograph with application, with resume, or before hiring</li> </ul>
Physical Attributes	<ul style="list-style-type: none"> <li>• Any inquiry into height and weight of applicant</li> </ul>
Race, Ethnicity, or Skin Color	<ul style="list-style-type: none"> <li>• Applicant's race, ethnicity, or color of skin</li> </ul>
Religion, Faith, or Creed	<ul style="list-style-type: none"> <li>• Applicant's religious affiliation</li> <li>• What church, parish, mosque, or synagogue applicant belongs</li> <li>• What holidays applicants observes</li> </ul>

### **As a rule of thumb, ask questions that...**

#### **A. Are designed to build rapport with the candidate.**

- "So, how do you like living in Baltimore?" vs. "Do you live with a family in Baltimore?"

#### **B. Are related to the job.**

- See page 39 for a list of acceptable questions.

#### **C. Don't infringe on a candidate's legal rights, privacy, or personal life.**

- Avoid questions that may be answered in a way that infringe on a candidate's legal rights, privacy, or personal life.
- Avoid questions that are a clear violation of the rights of a protected group.



## Candidate Selection

# Basic Reference Check

Once a tentative decision has been reached about the candidate you will interview, you may need to reach out to the references the candidate provided. *Not sure what questions to ask?* Refer to the example questions below to help guide your conversations with candidate references.

### Sample Basic Reference Check Questions

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

**Tip** Take the following best practices into account when conducting reference checks:

1. Take a structured approach by having specific questions you will ask the reference(s);
2. Document the results of the reference check—include any derogatory information received since you may need that information later on.



## Candidate Selection

# Returning the Certificate

After you have interviewed, evaluated, and documented your selection(s) in USAStaffing, you must return the certificate of eligibles. You will code all applicants as appropriate (i.e., selectee, first alternate, declined interview, etc.), and return the list to the HR Specialist. It is recommended to select one or two alternates in the event your first selection declines the offer or unable to pass conditions of employee requirements, the HR Specialist will be able to extend an offer to the first alternate without having to obtain additional approval.

---



## Candidate Selection

# Extending a Tentative Job Offer (TJO)

After you returned the certificate of eligibles, the HR Specialist will extend a TJO. However, before the TJO is extended, the HR Specialist must make sure to follow certain procedures such as reviewing the Reemployment Priority List (RPL). Once the TJO has been accepted, the pre-employment and onboarding phase begins.

---



Pre-  
Employment  
and  
Onboarding

# Pre-Employment and Onboarding Activities

Before a final job offer (FJO) can be extended to your candidate, they may go through a variety of pre-employment activities such as security or medical exam. Once the selectee has been cleared of all pre-employment requirements the FJO can be extended and the Entrance on Duty (EOD) established. This section highlights some of the activities and how to prepare for your candidate's EOD.

## Key Players



Hiring Manager



CPAC HR Specialist



HR Liaison



Candidate

## Key Technologies



Defense Civilian Personnel Data System (DCPDS)



USA Staffing®

## Key Activities

- Complete 180 Day Waiver Request, if required
- Undergo security process
- Determine candidate suitability
- Extend FJO
- Start EOD
- Prepare for candidate arrival



## Pre-Employment and Onboarding Activities

# 180 Day Waiver Process

If the selectee has retired from the Armed Forces within 180 days an approved waiver is required prior to FJO. Hiring Managers will work closely with their servicing CPAC to obtain documents for waiver packages.

- 
- a. Request Memo addressed to the CG (GS-14/15) or DCG (GS-13 and below), signed by Commander containing the following:
    1. Name of selectee;
    2. Title/series/grade/organization of position; and
    3. Comparison of qualifications between selectee and other eligible candidates from other sources and why other available candidates could not be expected to satisfactorily perform the duties of the position within a reasonable amount of time.
  - b. Local Legal Review
  - c. 180 Day Waiver Worksheet
  - d. Position Description
  - e. Complete Vacancy Announcement
  - f. Referral List issued by the CPAC
  - g. Panel Documents (to include resume panel criteria and scoring matrix, interview panel questions and scoring matrix, selection criteria, etc..)
  - h. Selectee's Resume
  - i. Selectee's DD214 and approved transition leave form (if applicable)

**NOTE** If position is being filled for the first time, explain reasons for establishing the position. If the selectee previously held a military position in your organization before retiring, explain the relationship between the position to be filled and the selectee's previously held military position.

Packages should be forwarded to the HQ TRADOC G-1 POC, Bonny Supplee, at [bonny.l.supplee.civ@mail.mil](mailto:bonny.l.supplee.civ@mail.mil), (757) 501-6804, who will review and staff for appropriate approval to the CG (GS-14/15 positions) or the DCG (GS-13 and below positions).



## Pre-Employment and Onboarding Activities

### Pre-Employment Screening

After you select a candidate, there are a few more steps required before they become an official TRADOC employee. The HR Specialist will negotiate all applicable pre-employment requirements with the selected candidate. Security and suitability and any conditions of employment must be cleared and completed prior to the final job offer.

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## Pre-Employment and Onboarding Activities

### Conditions of Employment

Some TRADOC positions have additional pre-employment requirements, or Conditions of Employment that must be met. Conditions will vary by position and may include official transcripts, medical clearance, and license/certifications. If additional conditions need to be met, the HR Specialist will work with the candidate to gather all relevant documents and information in accordance with policy. Once all conditions are met, you will work with the HR Specialist to establish an EOD date for the selectee. After EOD is established, the HR Specialist will issue your selectee's FJO.

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**NOTE** There are circumstances when selectee can be appointed at any time within the current pay period. Appointments should not be delayed to the next available pay period.





## Pre-Employment and Onboarding Activities

### Entrance on Duty (EOD)

Once all pre-employment requirements are completed and cleared, the CPAC will set an EOD date for your new employee, therefore it is time to prepare for their first day on the job. EOD coordination varies by CoE/School/Activity, however, details for EOD at Headquarters TRADOC, Fort Eustis are described below:

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#### Day of EOD (HQ TRADOC, Fort Eustis)

- On an employee's EOD date, CPAC will ensure all orientation facilities are prepared. Around 0800, your new hire will arrive as instructed by the CPAC.
- During a morning orientation session, CPAC will present new employees with information on benefits, ethics, and civil rights, guide them through the completion of in-processing forms and conduct the Oath of Office ceremony.
- Once the morning orientation session is over, new employees will be released to the supervisor.

#### EOD (CoE/School/Activity)

- For offices not located on Fort Eustis, orientation is handled by individual CPAC's and procedures may vary. Please refer to your individual CPAC's EOD policies.



## Pre-Employment and Onboarding Activities

# Army Civilian Acculturation Program

The purpose of the Acculturation program is to provide a positive socialization experience for newly employed Army Civilians (1) to learn, understand, and foster an appreciation for Army culture, and (2) to reduce the amount of time it takes to become fully productive members of the Army Profession. Acculturation begins before the first day into the first year.

## Before First Day

### Employee:

- Receives CPAC welcome letter as part of Army Profession
- Employee comes prepared for first day procedures
- Provides required HR paperwork and benefit options in advance and/or online access

### Supervisor:

- Supervisor receives notice to prepare for new employee arrival
- Supervisor assigns sponsor and sends welcome letter to employee
- Sponsor sends email and welcome letter to new team member

## First Day

### Employee:

- Completes CPAC required HR forms
- Meets and greets sponsor

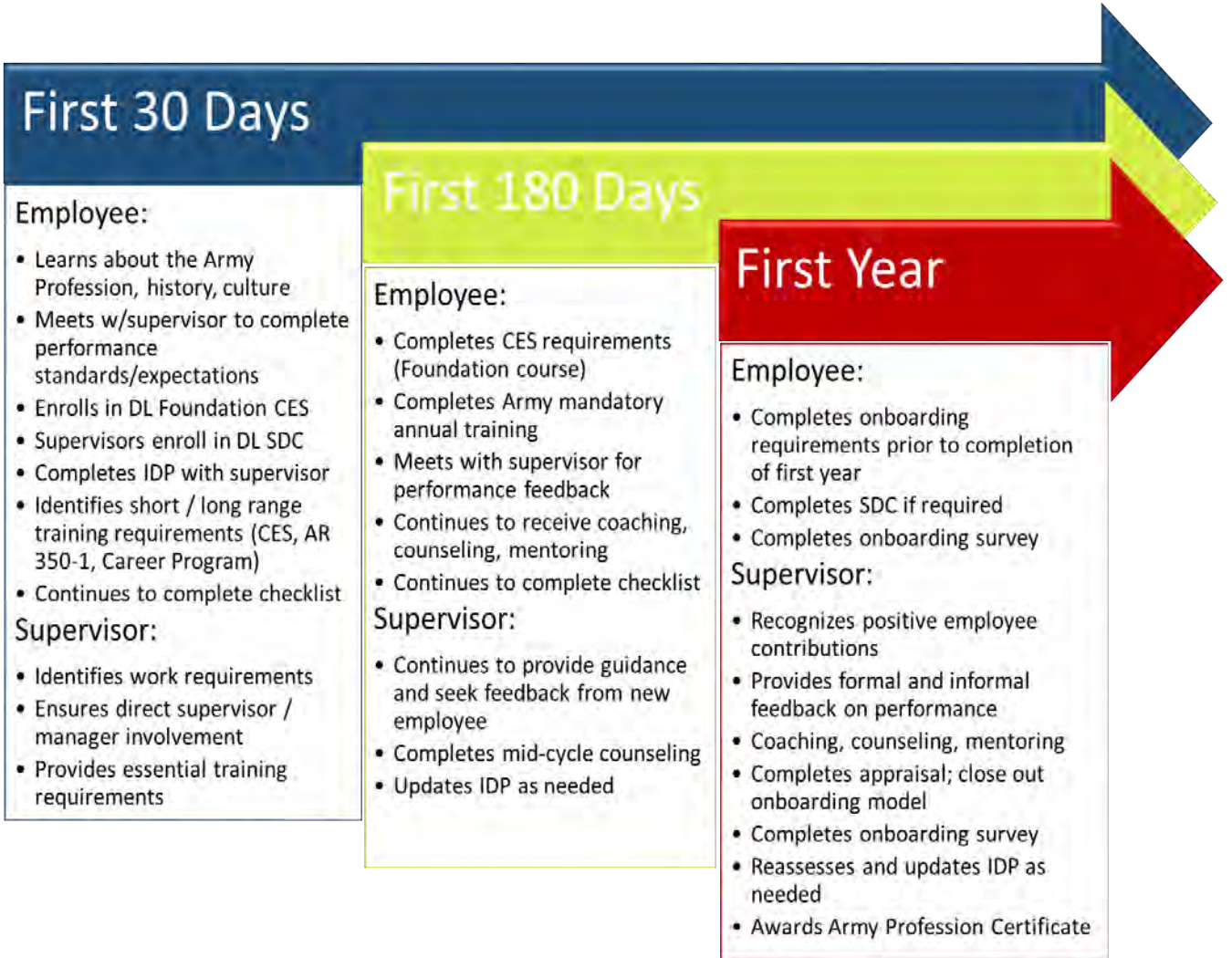
### Supervisor:

- Incorporates organizational leadership as part of new employee swearing-in ceremony
- Sponsor receives employee at CPAC
- Focuses on sharing Army culture, mission and values
- Welcomes employee within organization, meet leadership
- Provides onboarding toolkits (Sponsor, Employee, Supervisor)

(Continued on next page)



# Pre-Employment and Onboarding Activities Army Civilian Acculturation Program (Continued)





## Additional Resources

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This section includes helpful links, forms and material referenced throughout the guide.

### Army Specific Information

- [AutoNOA](#)
- [FASCLASS](#)
- [Quick reference guides for AutoNOA](#)

### OPM Guidance

- [Direct Hiring Authority](#)
- [Employee's Guide to Career Transition](#)
- [General Schedule Supervisory Guide](#)
- [Glossary of Terms Used in Processing Personnel Actions](#)
- [Hiring Authorities](#)
- [Hiring Elements End-to-End Hiring Roadmap](#)
- [Hiring Process Analysis Tool](#)
- [Introduction to the Position Classification Standards](#)
- [OPM's Hiring Excellence](#)
- [Position Designation Automated Tool \(PDT\)](#)
- [Supervisory Qualification Guide](#)
- [Veteran's Guide](#)



# Glossary

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**Army Career Development Program (ACDP) New Hires (Formally ACTEDS Interns):** Full time, entry level, permanent civilian positions with the Department of Army. ACDP are hired for entry grade levels (GS-5 and GS-7) for development to mid-level management positions (GS-9 or GS-11). The length of program is two years and consists of on-the-job training combined with formal classroom training.

**Areas of Consideration:** The Area of consideration describes the individuals from whom the agency will accept applications to compete for the position. It may be a broad or a limited group of individuals. The area of consideration may also be referred to as "Who May Apply" within the vacancy announcement.

**Career Appointment:** A current or former employee in the competitive service who have completed three years of continuous service.

**Career-Conditional Appointment:** A current or former employee in the competitive service who have completed less than three years of service and must serve a two year probationary period.

**Category Rating:** An alternative ranking and selection procedure for delegated examining.

**Competencies:** Describes the attributes required to successfully accomplish the organization's goals. They are the skills and characteristics an individual should have in order to perform the job successfully.

**Competitive Placement Referral:** A list used for consideration of current and former government employees.

**Delegated Examining (DE) Referral:** A list used when jobs are announced to the public at large.

**Details:** A temporary assignment of an employee to a different position or set of duties for a specified period with the employee returning to his/her original position at the end of the detail. There is no formal position change; officially the employee continues to hold the position from which detailed and keeps the same status and pay. Employees do not need to meet qualification standards in order to be detailed. However, employees must meet positive education requirements and special licensing requirements in order to be detailed into a position with these requirements.



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

**Excepted Appointment:** Key policy determining positions or positions which involve a close personal relationship between the incumbent and key officials. No examinations are required and the agency appoints persons who they determine to be qualified.

**FASCLASS:** Fully Automated System for Classification (FASCLASS) is a centralized system at HQDA that gives access to active position descriptions and position related information throughout Army.

**Federal Wage System (FWS):** The common job grading system that covers most trades, crafts, and labor jobs outside of the postal field service.

**General Schedule (GS):** The classification system covered by Title 5 that includes a range of levels of difficulty and responsibility for professional, administrative, technical, clerical, or other positions in grades GS-1 to GS-15.

**Hiring Official:** A management official who has authority to select a candidate for assignment to a position, subject to the final approval of a servicing workforce management office official with appointing authority.

**Intergovernmental Personnel Act (IPA) Assignment:** An assignment which involves temporary assignment of employees between Federal agencies and State, local, or Indian tribal governments; institutions of higher education; and other eligible organizations.

**Job Analysis:** The process of assessing the duties and responsibilities of a position to determine the knowledge, skills and abilities that are essential to the position or to enhance performance in the position.

**Job Specifications:** Describes the knowledge, skills, and abilities required for successful completion of the job's essential functions.

**Merit Promotion:** The identification, qualification, evaluation, and selection of candidates from appropriate sources. Selections will be made without regard to political affiliation race, color, religion, national origin, sex, marital status, age, or handicapping condition, and with proper regard for candidates' privacy and



constitutional rights. Selections shall be based solely on relative ability, knowledge, skills, other job-related criteria and legitimate position requirements. Selection from merit promotion is a competitive selection.

**Merit Promotion Plan (MPP):** A plan that sets forth policies, procedures and requirements, which assure that qualified candidates are considered for assignment to positions in the competitive service, based solely on job-related evaluation procedures.

**Non-competitive Referral:** A list used for candidates who do not have to compete for placement in the vacancy.

**Pathways Program:** Consists of three excepted-service programs tailored to recruit, hire, develop, and retain students and recent graduates: Internship Program, Recent Graduates Program, and Presidential Management Fellows (PMF) Program.

**Position Descriptions:** Written statements of what the job entails, how it is done, and why it is done. The job description should also distinguish between essential and non-essential job functions.

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

**Reemployed Annuitant:** An annuitant under either the Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS) may be reemployed in any position for which they are qualified. Reemployed annuitants may be hired on either a temporary or a permanent position. There is no special appointment authority for a reemployed annuitant.

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

**Schedule A Appointment:** A position for which it is not practicable to apply the qualification standards and requirements used in the competitive civil service system and which are not of a confidential or policy determining nature.

**Schedule B Appointment:** A position for which it is not practical to hold open competitive examination, and the positions are not of a confidential or policy



determining nature. The persons appointed to Schedule B positions do have to meet the OPM qualification standards for the position.

***Schedule C Appointment:*** An appointment for key policy determining positions or positions which involve a close personal relationship between the incumbent and key officials. No examinations are required and the agency appoints persons who they determine to be qualified.

***Status Applicant:*** An individual's basic eligibility for non-competitive assignment to a competitive position in the competitive service without having to compete with members of the general public in an open competitive examination. A person on a career or career-conditional appointment acquires competitive status upon satisfactory completion of a probationary period under a career-conditional or career appointment to a position in the competitive service. Status can also be granted by statute or Executive Order.

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

***Subject Matter Expert (SME):*** An individual or group of individuals knowledgeable about the responsibilities of the position.

***Temporary Appointment:*** A non-status, appointment for a specific period that can be extended in increments of up to one year not to exceed three years.

***Term Appointment:*** A non-permanent appointment for a specific period which lasts for more than one year but not more than six years.

***Transfer:*** A transfer is the movement of an employee, without a break in service of 1 work day, from a position in one Federal agency to a position in another Federal agency. Career or career-conditional employees who transfer from one agency to another retain their career or career-conditional status in the new agency.

***Veterans Employment Opportunities Act (VEOA):*** A law that allows eligible veterans who wish to take advantage of the increased access to jobs provided by the VEOA must compete under an agency's Merit Promotion procedures.

***Veterans' Recruitment Appointment (VRA):*** The VRA is a special authority by which agencies may, if they wish, appoint an eligible veteran without competition. The authority can be used to fill GS-11 or below positions.



## Strategic Recruitment Discussion (SRD)

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Date:

RPA Number:

Additional RPAs:

---

Organization Name:

Command Code:

UIC:

Address:

Para/Line:

AMS Code:

---

### Selecting Official Information

Selecting Official:

Position Title:

Pay Plan:

Series:

Grade:

PD Number:

Sequence Number:

E-Mail Address:

Self Service Hierarchy is now REQUIRED within a position build. Please provide the Name, Pay Plan or Pay Schedule, Grade or Pay Band, and Position Title of the rating supervisor. If the rating position is vacant, you must provide the Position Description and Sequence Number.

Phone Number:

Date of SRD:

---

### Position Information

FASCLASS PD Number:

Number of Vacancies:

Position Title:

Pay Plan

Series:

Grade:

Target Grade:

If Pay Band, GS Equivalency:

PDPP Pay Table:

PDPP Tier:

Title 38 Designation:

Career Program Code:

BUS Code:

Type of Appointment:

If temp or term, NTE date:

Work Schedule:

(If Part-time, identify hours)

Shift Work:

Duty Station Location:

[Position Sensitivity:](#)

Security Clearance Type:

Drug Test:

Military Technician:

Percent Business Travel:

[Lautenberg:](#)

[Key/Emergency](#)

[Essential:](#)

[Personnel Reliability Program \(PRP\) Position:](#)

Designation:

[Cyberspace Workforce](#) Recruitment for the occupational series: 0332, 0335, 0390, 0391, 0392, 1550, 2210, 2299, 2502, and 2504 must have a Primary Work Role. For these series the Primary Work Role cannot be '000'. Additional Work Role 1 and Additional Work Role 2 may be selected, if applicable. If no additional cyber work roles, leave these fields blank. All other occupations must be reviewed to determine if the position has a cyber work role. If the cyber work role is not the primary function, select '000' for the Primary Work Role, and the select the applicable code for Additional Work Role 1, and if applicable, Additional Work Role 2. If the position has no cyber work role, select No to the question and leave all work role fields blank. **NOTE: Code 901 is for SES positions only.**

Does position have Cyber work role?      No      Yes

Primary Work Role:

Additional Work Role 1:

Additional Work Role 2:

Acquisition Position:

Critical Acquisition Position (CAP):

Category:

Level:

Vice Name:

Sequence #:

Position Obligated:

Obligated Information:

Supervisor/Lead Status:

Supervisory  
Probation:

Telework Indicator:

F/T Telework Eligible:

If yes, F/T from an  
Alternate Duty  
Location:

Alternate Duty Locations  
(if eligible):

Alternate Duty Locations **MUST** be identified up-front on the vacancy announcement before a selectee will be allowed to work from a duty station other than the one listed on the vacancy announcement.

Priority Consideration Reviewed (Pay Retention Listing, Missed Consideration, etc.):

PPP Option Codes:

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### Recruitment Information

Non-Comp Name

Request:

Does management want to consider non-competitive candidates from [Army Wounded Warrior \(AW2\)](#) and [Program for Individuals with Disabilities](#) inventories:

Yes

No

Type of Announcement:      Open Continuous      Individual      Public Notice

If Standing Register (Open Continuous), then:

First cut-off:

Cut-off Intervals:

Special Recruitment Programs:

[Pathways](#):

If yes, select one:

[ACWA Covered](#):

# of Days to post JOA:

Area of Consideration:      Merit      Delegated Examining      All Sources

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### Internal/Merit Promotion AOC

Select all Appropriate:	Current Army	DoD Transfer
	Reinstatement	VEOA
	Reemployed Annuitant	ICTAP
	Non-DoD Transfer	NAF Interchange
	VRA (GS-11 and below)	30% Disabled Veteran
	DoD Interchange	OPM Interchange
	E.O. 12721	Persons with Disabilities
	E.O. 13473	Postal Service/Peace Corp, Vista Action
	Science, Mathematics, & Research Transformation (SMART)	

Additional OCONUS Specific AOCs:

- Military Spouse Preference Overseas Employment
- Family Member Preference Overseas Employment
- Excepted Service Family Member for Overseas Employment

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Additional Information and/or Conditions of Employment

[Mandatory Influenza:](#)

Immunization Screening:

Special Immunizations:

Physical Requirement:

Notes:

Inclement Weather  
Position:

Notes:

Financial Disclosure  
(OGE 450) Required:

Mandatory Mobility  
Agreement:

Moving Expenses  
Authorized:

Recruitment/  
Relocation/Retention  
Incentive Authorized:

Special License/  
Certification (specify):

Selective Placement  
Factors (specify):

Additional  
Requirements/  
Information not identified  
above:

# Job Analysis Worksheet

PD Number: \_\_\_\_\_

Title, Series, Grade: \_\_\_\_\_

Organization: \_\_\_\_\_

Task Statement (Major Duties) <b>(HR/SME)</b>	Source What source did task come from? <b>(HR)</b>	Competency Identify the competency that is important to perform this task? <b>(HR/SME)</b>	Frequency How often are these tasks performed? <b>(SME)</b>	Importance How important is this competency for job performance? <b>(SME)</b>	Need at Entry When is this competency needed for effective job performance? <b>(HR/SME)</b>	Distinguishing Value How valuable is this competency for distinguishing superior from barely acceptable employees? <b>(HR/SME)</b>
(e.g., Reviews correspondence for compliance with agency correspondence directives)		(e.g. Clerical Support)				

Specialized Experience Statement **(HR/SME)**:  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Request Number: If no Request No, check here for Standardized PD: <input type="checkbox"/>	Vacancy Number:
HR Practitioner: _____ Title: HR Specialist	SME or Hiring Manager Name & Title: _____
Signature: _____ Date: _____	Signature: _____ Date: _____

# Job Analysis Worksheet

## Instructions to Human Resources Practitioner and Hiring Manager

**Column One (HR):** Use the position description (PD), the training plan, the performance objectives, and any other documentation that will help identify the major tasks (duties) performed on the job. Enter all of the major tasks you identify on the job analysis worksheet in the Task column. Group like tasks together, (e.g., keep all oral communication tasks together, or all project management tasks together). Note that documentation must be provided by the Hiring Manager (HM) or Subject Matter Expert (SME) to the HR practitioner in order to substantiate tasks not listed on the PD.

**Column Two (HR):** Identify the source of each task (position description, training plan, etc.).

**Column Three (HR/HM):** Review the competencies suggested by the Career Program Manager, HR and/or identify the competencies needed to perform the tasks (e.g., Oral Communication, Project Management). Note that these competencies are derived from the approved DOD Competency Library, therefore a suggested competency may not be changed by the HR practitioner.

**Column Four (HM):** Rate the **Frequency** of the task listed in Column One. This column has a built in drop down menu where you can rate the frequency of the task from 1 (every few months to yearly) to 5 (hourly).

**Column Five (HM):** Rate the **Importance** of the competency in Column Three. This column has a built in drop down menu where you can rate the importance of the task from 1 (not important) to 5 (extremely important).

**Column Six (HR/HM):** Rate the competency in Column Three for **Needed at Entry**. This column has a built in drop down menu where you can rate the extent to which the competency is needed at entry from 1 (not needed) to 3 (needed and required at entry because it will not be acquired through formal training).

**Column Seven (HR/HM):** Rate the **Distinguishing Value** of the competency in Column Three. This column has a built in drop down menu where you can rate the distinguishing value of the task from 1 (not valuable) to 5 (extremely valuable).

**Specialized Experience (HR/HM):** Review statement suggested by HR and/or describe the specialized experience required upon entry for the position. If you are recruiting for two or more grade levels, please describe the specialized experience requirements for each grade level. Note that your suggestion(s) may be edited by the HR practitioner to ensure it meets the guidelines and best practices for writing specialized experience statements.

# Job Analysis Worksheet

## Hiring Official/SME - Responsibilities

You will assist our office with the job analysis process to identify:

- 3-5 major duties of the position along with the primary KSAs that correlate to the major duties;
- 10-20 appropriate questions (and related response choices);
- Appropriate qualifying specialized experience statements to be included in the vacancy announcement;
- Any additional qualification requirements, such as a mandatory selective factor; and
- The importance and weight to be assigned to the questions that will be used to evaluate the applicants.

## Instructions for Completing the Job Analysis Form

**Step 1 – Review the major job functions (duties) and tasks in the first column for accuracy, and list the percentage (%) of time spent on the function/task during a performance year.**

The function/task statements are succinct, and focus on **WHAT** is to be done/performed and intended result/outcome (**WHY**).

**You should not make significant revisions to duty/task statements as they are were derived from the classified position description.**

**Step 2 – Review the Primary KSAs identified in the second column for accuracy, and add any additional ones that are needed.**

- **KNOWLEDGE** is a body of information, coursework or training, usually of a factual or procedural nature;
- **SKILL** is the proficient mental, verbal, or manual manipulation of data, people, or things;
- **ABILITY** is the power to perform an activity at the present time.

**Step 3 – Select the 10 – 20 Questions. The Question ID Number is required along with the Occupational Question Text.**

Select questions that reflect the competencies and/or KSAs related to the position and appropriate for the grade level(s) being advertised. If advertising at the entry grade level, do not select full performance level (FPL) questions. Note: Any Mandatory Selective Placement Factor(s) determined necessary for this position must be in the form of a Yes/No question (see Step 7).

**Applicants must meet the specialized experience, as stated in the announcement, in order to be found at least minimally qualified for a position.** Before releasing the selection certificate to the selecting official, the HRS will conduct a quality review of the complete online application to verify that qualified applicants have at least one year of qualifying experience as stated in the vacancy announcement. If necessary, particularly for technical and scientific positions, the HRS may involve an SME in the quality review of experience of applicant(s). If an applicant's experience is not demonstrated/validated in the online application package, the applicant will be determined to be ineligible for the position.

**Step 7 - If Required, Identify Selective Placement Factors. Selective Placement factors are rare because they significantly limit the pool of qualified applicants by automatically disqualifying those who don't have the required experience and/or training. Accordingly, they are usually not used on entry level positions. The characteristics of a **selective placement** factor include: extensive training or experience that is essential for successful performance on the job; almost always are geared toward a specific technical competency or KSA; and cannot be learned on the job in a reasonable amount of time (i.e. 90 days). **You must complete a written justification for the mandatory factor.****

Generally, you should identify **no more than one selective placement** factor. **If you have identified a selective placement factor, it must be written in a Yes/No question format.** Also provide examples of information that could be found in the applicant's resume that would demonstrate the requirement is met by an applicant. The examples that you provide will help us verify that applicants meet the additional qualification requirements established by the mandatory factor. **As with Key Questions, it is also advisable that the experience statements to be used in the vacancy announcement encompass the competency, or KSA that the selective placement question addresses.**

## **Major Duties and Specialized Experience Statements Instruction**

**Major Duties** statement is requirement of the Vacancy Announcement, and allows Hiring Officials to convey to applicants a list of the major duties, the desired position will be required to complete.

The list of Major Functions from the Job Analysis Form can be developed into major duties, converting those items from paragraph form to bullet form to provide applicants a brief synopsis of the position's duties. Position duties should be concise and to the point, and only those items that are deemed a "major" function of the position. Every duty of the position need not be listed, only those duties in which Knowledge Skills and Abilities are based, and those duties essential to the position completing its Principal Objective.

### **Example:**

The individual selected for this position will:

- Assist supervisor in the dissemination of policy to local customers;
- Interpret Federal Regulation for the purpose of developing local policy;
- Perform work force analysis in order to determine the best use of positions;
- Evaluate research data in order to develop policy implementation;
- Utilize office automation tools to develop, draft, and disseminate regional policy

**Specialized Experience** statements are clearly written duty statements that accurately depict an experience (duty) gained at the next lower grade level, based on relevant job analysis information (e.g. the position qualifications and classification standards, relevant fit position descriptions, including those at the next lower grade level). Specialized Experience statements should be no more than 3-5 individual statements.

Specialized experience descriptions are verifiable on the basis of a resume or other required supporting documentation. Words such as "should", "may" or "such as" should be avoided, and where multiple applications of the experience may suffice an, "and/or caveat" should be used e.g. reviews, interprets, and/or analyzes.

- Specialized Experience is a requirement to be minimally qualified for a position.
- If recruiting at multiple grade levels, specialized experience statements should be made to ensure a distinction between grade levels, as appropriate.

### Example:

You must possess at least one year of specialized experience equivalent to the next to lower grade level (GS-XX) in the Federal service. Specialized experience at this grade level is defined below. Specialized experience **MUST** include all of the following:

- Developing and presenting research information at scientific conferences.
- Developing short and long term budgetary goals.
- Analyzing workforce distribution in order to advise o appropriate position management.
- Advising customers on local and regional fishing policy.
- Developing and/or conducting training on the usage of electronic databases.



## **Selective Placement Factor Statements Instruction**

**Selective Placement** Factors are knowledge, skills, abilities, or special qualifications that are in addition to the minimum requirements in a qualification standard, but are determined to be essential to perform the duties and responsibilities of a particular position. Selective Placement Factors are those items that:

- Are essential to success in the position;
- Are garnered through extensive experience, education, training;
- Are observable skills that cannot be obtained within a reasonable amount of time on the job;  
and
- Are associated with a specific competency described through sound Job Analysis.

Selective Placement Factors might include occupational certifications and licenses, or the need for an applicant to speak a specific language. Applicants who do not meet a selective factor will not be considered further in the application process and it is for this reason the above four factors must be closely met by any requested selective factors.