

Civilian Personnel

PROCEDURES FOR SCREENING, INTERVIEW AND SELECTION

Applicability. This regulation applies to all Crane Army Ammunition Activity (CAAA) employees.

Suggested Improvements. The proponent of this regulation is the Staffing Management Office (JMCN-SM). Users are invited to send comments and suggested improvements to JMCN-SM, building 3373.

Distribution. This publication is approved for electronic distribution from <https://intranet.crane.army.mil/>.



CHARLES W. KIBBEN
COL, LG
Commanding

1. Change the numbering of paragraphs 6f and 6g to 6g and 6h, respectively.

2. Insert new paragraph 6f as follows:

"f. In the event of tie scores, the predetermined "level of importance" identified for the interview questions (see Appendix A) will be used in an effort to break the tie. The panel members will review the scores for the interview questions in "level of importance" order to determine a breaking point for the tie. For example, a candidate who had the highest total score in the interview question ranked #1 level of importance; if all have the same total score, move to the interview question ranked #2, etc., until there is a breaking point. In the event scores remain tied after all interview question scores have been totaled and reviewed, the recommended order of selection will reflect a tie. The selecting official may use their

Change 1, CAAAR 690-03

own judgment in making a selection of a candidate with a tie score.

3. Insert new bullet in Appendix A as follows:

- The selecting official will rank the interview questions as to the level of importance, with 1 being the highest priority. The ranking may serve as a tie-breaker, as explained in paragraph 6f of the basic policy.

4. File this sheet in front of the publication.

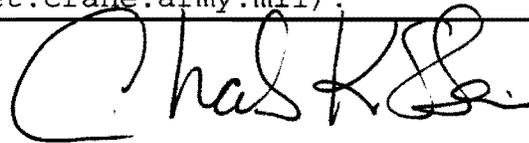
Civilian Personnel

PROCEDURES FOR SCREENING, INTERVIEW AND SELECTION

Applicability. This regulation applies to all Crane Army Ammunition Activity (CAAA) employees.

Suggested Improvements. The proponent of this regulation is the Staff Management Office (SJMCN-SM). Users are invited to send comments and suggested improvements to the SJMCN-SM office, building 3373.

Distribution. This publication is approved for electronic distribution from <https://intranet.crane.army.mil/>.



CHARLES W. KIBBEN
COL, LG
Commanding

<u>Contents</u>	<u>Paragraph</u>	<u>Page</u>
Purpose-----	1	2
References-----	2	2
Scope-----	3	2
Policies-----	4	3
Definitions and Responsibilities-----	5	4
Procedures-----	6	6
Notification of Candidates-----	7	7
Record Keeping-----	8	8
Appendix A. Guidance for Developing Resume Review Criteria and Interview Questions-----		A-1

This regulation supersedes CAAAP 690-300-1 dated 23 May 2000

Verify that this is the most current version of document prior to use.

1. Purpose. This regulation provides guidance and procedures for the screening, interview, and selection for positions within the Crane Army Ammunition Activity (CAAA). The intent of this regulation is to make the selection process as fair and objective as possible. This regulation is a result of a negotiated effort between the designated CAAA management-union Negotiating Committee members. Any changes to this regulation are subject to re-negotiation by the Committee members.

2. References.

a. Title 5, United States Code: Government Organizations and Employees.

b. 5 Code of Federal Regulations.

c. DoD Directive 1400-25 "DoD Civilian Personnel Management System".

d. AR 690-300 "Civilian Personnel - Employment".

3. Scope.

a. This regulation applies to recruitment actions for General Schedule (GS) positions with a target level of GS-10 or below and all Federal Wage System (FWS) positions. This regulation is geared specifically toward recruitments/positions being filled via the Merit Promotion Program. However, the procedures outlined herein are to be applied toward recruitments/positions being filled via external sources, e.g., Delegated Examining, to the extent possible in accordance with rules or regulations applicable to the external recruitment source, e.g., the rule of three. Exceptions to the applications of this policy for covered positions will be made on a case-by-case basis by the Commander or the Civilian Executive Assistant (CEA).

b. This regulation does not apply to recruitment for positions at target level GS-11 or above (refer to Joint Munitions Command Policy 57) or positions under the National Personnel Security System (refer to Headquarters Joint Munitions Command Procedures for Filling Positions Under the National Security Personnel System (NSPS)).

c. This regulation does not apply to the Letterkenny Munitions Center.

d. This regulation does not apply to non-competitive temporary actions that do not exceed, in total, 120 calendar days.

4. Policies.

a. The selection and hiring of employees is a fundamental supervisory responsibility and is critical to the accomplishment of the CAAA mission. Supervisors are responsible for making recruitment decisions, and will be held accountable for the application of Merit System Principles, the application of Equal Employment Opportunity (EEO) principles, integrity in all aspects of the selection process, and violation of Prohibited Personnel Practices. All actions taken under this policy, whether identification, qualification, evaluation or selection of candidates, shall be made without regard to race, color, religion, age, gender, national origin, political affiliation, disability, sexual orientation, marital or family status or other prohibited differences and shall be based only on job-related criteria.

b. The Directorate Director/Office Chief must obtain approval from the CAAA Executive Review Board (ERB) to recruit (either on a temporary or permanent basis) for covered positions prior to initiating a Request for Personnel Action (RPA).

c. The selecting official can select from any recruitment source at any time.

d. The selecting official will develop resume review criteria and interview questions. For each element {also known as Knowledge/Skill/Ability (KSA)} written in the resume review criteria and for each interview question, the criterion factor, or definition, will be written/defined at one level only, with the maximum score of that level to be 10 points. Appendix A provides guidance for developing the resume review criteria and interview questions.

e. The concept being applied under this policy is "the resume gets the candidate an interview, and the interview gets the candidate the job" (refer to paragraph 6, Procedures, for details).

f. For each position to be filled, the five best qualified candidates, as determined by the screening panel based on review of the resumes, will then be interviewed. When two or more positions will be filled, one additional candidate will be interviewed for each position to be filled. When there are ties at the lowest score being interviewed, all candidates with the score will be interviewed up to a maximum of ten candidates per

vacancy. The predetermined "level of importance" identified for the elements/KSAs (see Appendix A) will be used to determine the order of interview of the tied scores if there are more candidates than can be interviewed. The panel members will review the scores for the elements/KSAs in "level of importance" order to determine a breaking point for the tie. For example, candidates who had the highest total score in the element ranked #1 level of importance; if all have the same total score, move to the element ranked #2, etc., until there is a breaking point.

g. In the event there are five or fewer candidates on the Referral List, there is no value added to the screening panel reviewing resumes. The selecting official should review the resumes and determine if the pool of candidates appears adequate from which to be able to make a selection. If so, all of the referred candidates will be interviewed. If the selecting official believes the pool of candidates is inadequate, he/she may consider other options, which could include requesting the position vacancy be re-announced, expanding the area of consideration or announcing to fill at a lower grade level(s) if desirable.

h. Results of merit promotion announcements may be used for a one year period from the date the announcement closed. If an additional vacancy is approved to be filled for the same position within the one year period, the selecting official may make a selection(s) based on the recommended order of selection (as determined by the screening panel). However, at any time the selecting official determines the quality or pool of candidates is insufficient, he/she can request the vacancy be re-announced or consider other recruitment options.

i. The interview process will be conducted in a consistent manner to give fair and equitable treatment to all candidates.

j. In no case will any member of the screening panel or selection process disclose panel deliberations or recommendations.

k. In regards to the determination of basic eligibility for the position being filled, applicants must meet time-in-grade or time-after-competitive-appointment requirements by the closing date of the vacancy announcement.

5. Definitions and Responsibilities.

a. Selections: For purposes of this policy:

(2) Permanent or temporary recruitment for wage grade FWS positions.

b. Selecting official: The Division Manager/Program Manager/Office Chief over the position being filled. The selecting official will determine the area of consideration and the recruitment source for filling their positions, develop resume review criteria and interview questions, recommend an individual(s) to serve as a Subject Matter Expert (SME) on the screening panel, evaluate candidates, make and document the reasons for final selection.

c. Approving official: The individual authorized by this policy to make the final decision on a selection. The approving official assures that the selected candidate is the best available, and the process has maintained integrity and is fully within the spirit, intent, and mandates of this policy.

(1) For selections within the Command Staff/Offices, the CEA will be the approving official.

(2) For selections within individual Directorates, the Directorate/Deputy Director will be the approving official. However, if the Director is the selecting official of the position being filled, the CEA will be the approving official.

d. Screening panel: The group of individuals tasked with evaluating candidates and recommending the order of selection based on approved criteria and interview questions. The screening panel will include three members: (1) the selecting official (or another supervisor from within the organization of the position being filled), (2) a SME who is at or above the grade level of the position being filled, and who may be from within the same division, and (3) a Union official to be named by the Army Vice-President of the AFGE. If the position being filled is a Wage Supervisor (WS), which is a non-bargaining unit position, a second SME will be on the panel versus a Union official. However, because applicants for such positions may come from the bargaining unit, a Union official may be present to observe during panel discussions and/or interviews. The selecting official, or supervisor, will serve as the panel chair. The SME(s) will normally be a DoD civilian employee. The membership of the screening panel will be approved by the CEA. Once membership has been approved, changing panel members should be rare, and very rare once the screening process has begun. Requests for a change in membership must come directly from the appropriate Directorate/Deputy Director to the CEA. The AFGE may contact the

CEA directly if the Union official member needs to be changed after having been appointed. All panel members will be required to sign a non-disclosure statement concerning the panel's deliberations.

e. The Staff Management (SM) Office, working in conjunction with the CPAC, will provide the recruitment/selection packages to the appropriate personnel. These packages will be returned to the Staff Management Office.

6. Procedures.

a. The selecting official will develop resume review criteria and interview questions. The selecting official will also provide the name of one or more individuals to serve as the screening panel's SME. The name(s), resume review criteria, and interview questions should be submitted to the appropriate Human Resources (HR) Specialist in the Civilian Personnel Advisory Center (CPAC). A recruitment package will be assembled, reviewed by the Directorate/Deputy Director, and submitted to the CEA for review and approval.

b. During the screening process, panel members will score each resume review element/KSA and each interview question from 0 to 10 points. Only whole number points will be assigned. Panel members must document the basis for each assigned score.

c. The screening panel will rate candidates against the approved resume review criteria. Each panel member will rate each candidate's resume separately and independently. Panel members will be allowed to discuss, for clarification purposes, resumes and scoring of candidates. This will be to ensure panel members are consistent in their understanding and application of the criteria against the resume content, clarification of technical terms/language that might be contained in resumes, etc. Any discussion will not be for the sole purpose of "comparing" individual scores. Panel members will record their scores on a matrix or spreadsheet and provide the matrix/spreadsheet to the panel chair for totaling the scores. At this point, the panel chair will consult with the servicing HR Specialist in the CPAC to validate the results.

d. After the resume review scores have been totaled and the top five candidates are determined, resume review scores are no longer considered in the screening process. Each candidate being interviewed starts at zero.

e. During the interview phase, the selecting official or supervisor member of the panel, who is serving as panel chair, will ask questions of each candidate. Each panel member will rate each candidate separately and independently. As is indicated in paragraph c. above, panel members will be allowed to discuss the interview for clarification purposes, not for the sole purpose of "comparing" individual scores. Panel members will record their scores on a matrix or spreadsheet and provide the matrix/spreadsheet to the panel chair for totaling the scores.

f. The screening panel will provide a recommended order of selection based on the interview scores. Normally, the selecting official will select the candidate with the highest interview score. If the selecting official desires to select a candidate other than the one recommended by the panel, he/she will discuss the action with their Directorate/Deputy Director, and must provide a strong and compelling job-related justification, in writing. The Directorate/Deputy Director will make the Union Army Vice President aware of the basis for the decision before any candidate is notified of selection or non-selection. If the selecting official is a Director or staff officer, he/she will discuss the selection with the CEA prior to notification. In such cases, the CEA is responsible for contacting the Union Army Vice President prior to any notifications.

g. The recommended order of selection is not to be divulged to candidates--by any one, at any time.

7. Notification of candidates.

a. If the person selected for the position is internal to CAAA, the selecting official will notify the selectee to make the job offer.

b. If the person selected for the position is external to CAAA, the HR Specialist in CPAC will notify the selectee to make the job offer.

c. Any candidate who was interviewed for the position but not selected will be notified by the selecting official, either verbally or in writing.

d. For any candidate who requests such, the screening panel will provide counseling as to the areas, if any, in which the candidate could improve upon to increase their chances of selection for future vacancies.

8. Record Keeping. All notes made by screening panel members, during the resume review and interview processes, matrixes or spreadsheets, or other documentation are to be collected by the panel chair and will become part of the selection package. The selection package, as well as other documentation relating to the vacancy announcement for the position being filled will be retained by CPAC.

APPENDIX A

GUIDANCE FOR DEVELOPING RESUME REVIEW CRITERIA AND INTERVIEW QUESTIONS

- The Office of Personnel Management (OPM) establishes minimum education requirements for civil service positions. Within the Department of Defense (DoD) and Department of the Army (DA), additional training and educational requirements are included in career program and Acquisition Logistics & Technology Workforce guidance and criteria, if either are applicable to the position being filled. Neither the resume review criteria nor the interview questions should impose more stringent requirements on the position than allowed by OPM/DoD/DA standards/criteria.
- The contents of both the resume review criteria and the interview questions should be carefully thought out. The criteria will be directly related to the position being filled and will be based on competencies required to successfully perform the position's duties and responsibilities.
- The interview questions should not exactly duplicate the elements/KSAs contained in the resume review criteria.
- The selecting official will rank the elements/KSAs as to the level of importance, with 1 being the highest priority. The ranking may serve as a tie-breaker, as explained in paragraph 4f of basic policy.
- Avoid multi-part criterion or questions when possible.
- The use of purely quantitative factors, such as length of experience or amount of education, may be applied if there is a relationship to quality of performance. Unless there is evidence that a specific amount of training or education or a specific length of experience produces the required knowledge, skills, or abilities (KSA's) (and any lesser amount does not), it is not appropriate to use length or amount of experience/training/education as a criterion factor.

APPENDIX A (cont.)

- When evaluating training, experience, and/or education, determine how well these areas prepared the candidate for the position. Evaluate the type and quality of training/experience/education the candidate has relative to the requirement of the position being filled. Consider recent experience/training/education when filling positions where technological, legal, and regulatory changes are frequent.