



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
LITTLE ROCK DISTRICT, CORPS OF ENGINEERS
POST OFFICE BOX 867
LITTLE ROCK, ARKANSAS 72203-0867

18 July 2002

CESWL-DE (690-300)

DISTRICT COMMANDER'S POLICY MEMORANDUM NO. 02-16

SUBJECT: Selection Policy

1. References.

- a. ER 690-1-1203, Corporate Recruitment and Selection, 1 August 2001.
- b. SWDR 690-1-335, Merit Placement and Promotion Plan, 1 March 2000.

2. Purpose. This policy is intended to define the recruitment procedures to be followed when filling position vacancies in the Little Rock District. This policy is not intended to be comprehensive nor to cover all aspects of the recruitment or selection process. Where the provisions of the collective bargaining agreements differ from this memorandum, the provisions in the negotiated agreement will take precedence for employees covered by that agreement. GS-14 and GS-15 selections will follow the procedures outlined in ER 690-1-1203, Corporate Recruitment and Selection, 1 August 2001.

3. Policy. Reference Corporate Recruitment and Selection policy at reference 1a, "This command will look at senior selections from a broad, corporate perspective. The Corps' goal is to consider, select, train, and develop a work force with diverse attributes and talents that will exemplify the competencies required to support the USACE Strategic Plan and meet mission requirements. In this context, the term 'diverse' has broader implications than race and gender; it is intended to describe broad and varied life and work experiences. By requiring significant senior level involvement in this process, the Corps reinforces its core values and the importance of selecting the best person for the job, regardless of the source." The directions in this policy memorandum are to guide recruitment processes to assure full and fair competition and to assure selection of the highest quality candidates in all positions, particularly in leadership positions.

4. Responsibilities. Supervisors should familiarize themselves with the above-cited references prior to commencing recruitment planning, particularly for supervisory/management/leader positions. Recruitment actions and criteria for positions that include leadership responsibilities should be developed so as to consider candidates with possession of leadership qualities and characteristics. Additionally, at the beginning of the recruitment process, supervisors should also review the Affirmative Employment Plan (AEP) to identify where under-representation exists and target the recruitment actions to include applicants from those groups.

This policy memorandum supersedes Policy Memorandum 99-02, dated 15 Feb 99

5. Procedures.

a. Selecting Official. (See regulatory requirements for selecting officials summarized at Appendix B) Selecting officials are reminded of the requirement to give first consideration to Little Rock District applicants IAW IBEW, Local 2219, collective bargaining agreement dated 12 June 2001 (blue book), if the vacancy is a bargaining unit position.

b. Process. The selecting official (or his/her designee) will be responsible for the following steps:

(1) Coordination. Supervisors will coordinate planned recruitment actions (including outreach efforts) with the EEO Officer and the Civilian Personnel Advisory Center (CPAC).

(2) Position Classification. Division and Office chiefs should carefully review the classification of the position to ensure that it properly reflects current duties and organizational setting, including all appropriate occupational series. Vacant positions will be reviewed to determine the appropriateness of making them interdisciplinary in order to increase diversity.

(3) Selection Package. (See sample format at Appendix A). A selection package will be developed which includes:

(a) Rationale. Rationale for recommended selectee, and first/second alternates.

(b) Recruitment Strategy (including type of announcement(s), position descriptions, area of consideration, length of advertisement, plan for paid advertising and management recruitment efforts). While some of the primary recruitment sources are dictated, e.g., DA career referral systems, additional recruitment strategies may be employed. Competition for permanent positions is the rule; noncompetitive action is the exception and must be approved by the Commander.

(c) Referral List(s). Copy of annotated referral List(s). (Status/nonstatus)

(d) Selection Panel Members. (See requirements for panel membership summarized at Appendix B.) The selecting official will approve panel members. In addition, panel membership should be reviewed for minority/female representation. Panel members must hold (on a permanent basis) the same or higher grade as the grade of the vacancy, and, for supervisory vacancies, the panel members must hold a supervisory, management, or staff advisor position at the same or higher grade as the grade of the vacancy.

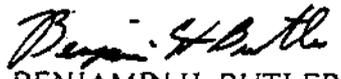
(e) Selection Criteria. These are the job-related criteria, task list that the selecting official approves to use as a basis for evaluating candidates for selection recommendation and/or selection for interview (whether a panel is used or not). The selecting official should list the selection criteria in their order of importance (priority order).

(f) Interview Questions. Interviews are required for all supervisory/leader position vacancies. Interviews are strongly recommended for all other positions. Whenever possible, the selecting official will personally participate in the interviews, separately, or along with the Selection Panel members. The selecting official will approve interview questions (after input from the panel). For those cases where interviews are not conducted, it is highly recommended the panel chair obtain supervisory reference checks from the current supervisor of each candidate (ONLY IF THE CANDIDATE HAS GRANTED PERMISSION TO OBTAIN A REFERENCE FROM THEIR CURRENT SUPERVISOR). If the candidate has had a change in supervisor over the past year, all supervisors over the past year, will be contacted for a reference.

(g) Selection Matrix. A matrix reflecting the evaluation of candidates by panel members will be used. The selection panel will reach consensus in overall ranking of candidates.

(4) Selections. Selections will be documented by the selecting official on the referral list and reviewed by EEO and Deputy Commander prior to submission to CPOC for processing. AFTER the CPAC notifies the selecting official that an offer has been extended to the selected individual and the offer has been accepted, the selecting official will at a minimum, provide non-selection notification to District candidates on the referral list(s).

6. POC is the Deputy Commander at ext 5531.


BENJAMIN H. BUTLER
Colonel, EN
Commanding

Sample Selection Recommendation

CEXXX-

(DATE)

MEMORANDUM FOR (SELECTING OFFICIAL)**SUBJECT: Recommended Selection for (Position Title), GS- (Series)- (Grade), (Organization Title), Referral (Number), issued (Date)**

1. Reference ER 690-1-1203, dated 1 August 2001, subject: Corporate Recruitment and Selection Policy.
2. The purpose of this memo is to provide results of recruitment and recommend selection of (Title, series, grade, and employing location) for subject position. For the reasons articulated at TAB A, we recommend that you select (Name, employment location, series, and grade) for subject position. First and second alternates are also at TAB A.
3. As required by referenced ER, I approved the recruitment and selection strategy, including the selection criteria used to develop the referral list. TAB B contains the recruitment strategy. (If this position has been upgraded describe circumstances warranting the upgrade and whether it is encumbered.) This position was announced under (local merit promotion or career referral procedures) and was open (# weeks) to federal (status) and private sector (non-status candidates). The referral list (TAB C) contained (number) status candidates, (number) were minorities and (number) were women. (Number) were from Army; (Number) were from outside Army. The OPM Certificate of Eligibles contained (describe composition).
4. Upon receipt of the referral list, I chaired a selection panel (TAB D) that used the approved selection criteria (TAB E). Each member of the selection panel independently evaluated all referred candidates based on available information (e.g., resume, performance appraisals, etc.). We consolidated the names into a list of (Number) finalists for further consideration (explain process for determining break point). The panel's evaluation is at TAB G.
5. Interviews were offered to (number) candidates. The selection panel interviewed the top (Number) candidates utilizing the interview questions approved by the chair (TAB F). Names of candidates interviewed and the results of the panel's evaluation are at TAB G. TAB G reflects the consideration given to the non-selected candidates. Based on the records presented, the results of the leadership interview, the responses to the questions asked by the selection panel, and the recommendations of past and present supervisors, we recommend (Name). Our rationale for recommending this individual is at TAB A. Alternate selections have been recommended and are at TAB A. We request approval to move to our first and/or second alternate without prior approval in the case of declinations.

CEXXX-

SUBJECT: Recommended Selection for (Position Title), GS- (Series)- (Grade), (Organization Title), Referral (Number), issued (Date)

6. The EEO Officer, (Name, grade, employing activity), and HR representative (Name, grade, employing activity) served as observers and advisors concerning the evaluation and selection processes to be used (if applicable). We believe the processes were very thorough, independent, fair to all applicants, and used job-related criteria to determine the candidates to be interviewed.

7. The POC for additional information is (Name, location, and telephone number).

(SIGNATURE BLOCK OF PANEL CHAIR)

BACKGROUND TABS

- A RATIONALE FOR RECOMMENDED SELECTEE & FIRST & SECOND ALTERNATES** *(Attach records)*
- B RECRUITMENT STRATEGY** *(Include vacancy announcements and position description)*
- C COPY OF ANNOTATED REFERRAL LIST(S)** *(Status and Nonstatus)*
- D SELECTION PANEL** *(Show Name, Rank/Series/Grade, Employing Activity/Symbol)*
- E APPROVED SELECTION CRITERIA**
- F APPROVED INTERVIEW QUESTIONS**
- G MATRIX REFLECTING EVALUATION OF CANDIDATES BY PANEL** *(Attach records of remaining candidates interviewed.)*

Sample Matrix of Panel Evaluation

(POSITION TITLE, SERIES & GRADE)

CANDIDATE LIST	Panel Chair Name	Panel Member Name	Panel Member Name	Panel Member Name	Panel Member Name	OVERALL SUM Pre-Interview	INTERVIEW	LEADERSHIP INTERVIEW RANKING	SELECTION-PANEL CONSENSUS AFTER INTERVIEWS
APPLICANT 1	10	3	5	9	10	37 (7)	No		--
APPLICANT 2	1	2	2	1	1	7 (1)	Yes		2— First Alternate
APPLICANT 3	2	1	3	2	2	10 (2)	Yes		1—SELECT
APPLICANT 4	9	10	9	8	8	44 (10)	No		--
APPLICANT 5	5	9	10	4	9	37 (7)	No		--
APPLICANT 6	8	8	7	7	7	37 (7)	No		Not Ranked Further
APPLICANT 7	4	7	6	6	5	28 (5)	Yes		Not Ranked Further
APPLICANT 8	6	5	8	10	6	35 (6)	No		--
APPLICANT 9	3	4	4	3	3	17 (3)	Yes		3— Second Alternate
APPLICANT 10	7	6	1	5	4	23 (4)	Yes		Not Ranked Further

MFR: [State process used to determine who was interviewed] For example: "Selection panel members ranked each candidate on their overall assessment of most related experience, leadership abilities, awards, education/training, performance appraisals, etc. (See selection criteria at TAB E). The panel recommended the top 5 for interview, based on the break between scores 28 and 35." Or "the panel decided to interview all referred candidates."

[Show the results of the final ranking after the personal and Leadership Interview.] For example: "The selection panel chaired by [name] identified [number] candidates for personal interviews. After the personal and leadership interviews, the panel unanimously ranked the top three candidates in priority order, as shown. No further ranking was done [you may wish to show ranking from 1 to n]. See TAB A for rationale for selection."

APPENDIX B

	All GS-13 & Staff Positions (Except GS-14 and GS-15 positions) All Supervisory GS-13 selections will be reviewed by the Commander prior to final submission	All Supervisory and Leader GS-12 Positions (titled and untitled) & All Wage Positions (grade 12 and above), if supervisory or leader responsibilities	All Non-Supervisory GS-12 Positions	All Other Supervisors & Leaders (GS and Wage Grade) (titled and untitled)	All Other Positions
Selecting Official	Senior Rater	Senior Rater	Senior Rater	Senior Rater	Supervisor of the position (Senior Rater when a panel is used)
Minimum Area of consideration	DA	District	District	District	District
Panel Chair	Rating Official	Rating Official	Rating Official	Rating Official	No Panel Requirement (Optional/Recommended)
Panel Members - Minimum of 3 members who: 1) are at same or higher grade as the vacancy, and 2) if supv vacancy, hold supv, mgmt, or staff advisor position	1 - Rating Official (Chair) 2 -GS-14 or above 3 -Supervisory GS-13 or above subject matter expert	1 - Rating Official (Chair) 2 - GS-13/Wage position or above subject matter expert 3 -Supervisory GS-13/Wage position supervisory or above	1 -Rating Official (Chair) 2-GS-12 or above subject matter expert 3-GS 12 or above	1 -Rating Official (Chair) 2 -GS-11/Wage position or above subject matter expert 3 -GS-11/Wage position or above	If a panel is used, panel must consist of the following: 1 -Rating Official 2 -GS/Wage position equivalent subject matter expert 3 GS/Wage position equivalent
Interviews	Yes	Yes	Recommended	Yes	Recommended