



CIVILIAN HIRING GUIDE FOR SUPERVISORS AND MANAGERS



Talent



Quality



INTRODUCTION

The Coast Guard is fully committed to maintaining a highly talented diverse civilian workforce. The diversity of thought, background, ideas and experience within our workforce contributes to the creative thinking and innovation that is critical to organizational excellence. All employment practices, including recruitment, selection, development and promotion of employees will be free of discrimination. Management of human resources is based on and embodies the Merit System Principles which are established in Title 5, United States Code. These principles are the public's expectations of a system that is efficient, effective, fair, open to all, free from political interference, and staffed by honest, competent, and dedicated individuals. It is important that supervisors and managers incorporate the merit system principles into every aspect of the hiring process.

The Coast Guard will be recognized as the "Employer of Choice" in the federal government for recruiting, retaining and sustaining a ready, diverse and highly-skilled workforce. We will foster an environment in which every individual has the opportunity to prosper and contribute to Coast Guard missions.

This guide is intended to help supervisors and managers understand the civilian hiring process and the important role they have during the various phases. By following this guidance, this will ensure that selecting officials have a robust and diverse applicant pool to select the best qualified candidate. Assessing and selecting the best qualified candidate for a position is a critical part of the hiring process. Identifying the best qualified individual is a key factor to satisfying requirements and ensuring that the most qualified individuals are routinely appointed and promoted.

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Notional Hiring Timeline

Based on Office of Personnel Management (OPM) initiative

Hiring Process Actions	Performance	
	Owner	# of Calendar Days
		OPM Recommended
Pre-recruitment	Selecting Official	1-10
• Validate Need	Selecting Official	1
• Request Personnel Action	Selecting Official	1
• Review and Update Position Description*	HR/Selecting Official	1
• Confirm Job Analysis and Assessment/Develop Strategy	HR/Selecting Official	5
• Create and Post Job Opportunity Announcement	HR/Selecting Official	2
Vacancy Announcement Open	HR	1-10
• Receive Applications and Notify applicants		10
Rating, Ranking and Certificate Delivery	HR	1-16
• Evaluate Applications		15
• Issue Certificate and Notify Applicants		1
Selection Process	Selecting Official	1-15
• Review Applications		1-15
• Conduct Interviews		1-15
• Check References		1-15
• Select and Return Certificate		1-15
Extend Job Offer(s)	HR	1-15
• Tentative Job Offer and Acceptance		3
• Initiate Security Check		10
• Official Offer and Acceptance		2
Entry on Duty		1-14
Total		80

*New position descriptions require a classification process which takes approximately 2 weeks.

CHAPTER 1. ROLES AND RESPONSIBILITIES

This chapter describes the roles and responsibilities typically performed by the following:

- Section A. Hiring Official
- Section B. Command Staff Advisor (CSA)
- Section C. Center Human Resources (HR) Specialist
- Section D. CSA and HR Specialist (Dual Role)
- Section E. Civilian Recruitment Team
- Section F. Applicant
- Section G. Selectee

A. Hiring Official

1. Manages vacancies within assigned unit to include monitoring the Personnel Allowance Listing (PAL).
2. Ensures Position Descriptions (PDs) are accurate and as necessary, revises current or writes new PDs.
3. Complies with local bargaining unit agreements.
4. Determines appropriate recruitment strategies after consultation with Command Staff Advisor (CSA), Human Resources (HR) Specialist, and/or representative of the Civilian Recruitment Team.
5. Approves job analyses and vacancy announcements to ensure accuracy of duties, responsibilities, and qualification requirements.
6. Understands and avoids Prohibited Personnel Practices and abides by Merit Systems Principles.
7. Interviews (if necessary) candidates, conducts reference checks, and makes timely selections.
8. Ensures selections are compliant with EEO guidelines.
9. Applies the proper and appropriate selection procedures and ensures that rating and ranking notes are maintained in accordance with established requirements.

B. Command Staff Advisor (CSA) – Although typically geographically separated from the Center HR Specialist, the CSA assists with the serviced organization's recruitment and hiring procedures. www.uscg.mil/civilianHR/contact.asp

1. Advises management on recruitment strategies necessary to ensure a sufficient applicant pool.
2. Advises management on a variety of recruitment strategies that may be used to help build the continuity of talent within the unit.

3. Assists management in the review of draft vacancy announcements to ensure positions are properly advertised.
4. Tracks recruitment actions to help ensure certificates are issued timely and maintains advisory role with management.
5. Advises management on how to properly review and use certificates of eligibles.
6. Advises management on interview techniques and selection panel procedures.
7. Advises management on adhering to local bargaining unit agreements.
8. Ensures selections are made in accordance with merit promotion and delegated examining procedures.
9. Makes tentative and firm job offers.
10. Initiates necessary pre-employment actions to bring new employees on-board which may include the following.
 - a. Providing the selectee with appropriate pre-processing forms.
 - b. Scheduling pre-employment physical exams.
 - c. Providing security offices with pre-employment security documents.
 - d. Contacting Drug-Program coordinators.
 - e. Pre-employment processing.
11. Sets pay. Advises management on pay flexibility and recruitment incentive options. Assists management in the preparation of pay flexibility requests.
12. In-processes newly hired personnel including benefits counseling.

C. Center HR Specialist www.uscg.mil/civilianHR/contact.asp

1. Works closely with CSA on recruitment actions.
2. Prepares draft vacancy announcements.
3. Posts final vacancy announcements.
4. Makes qualification determinations.
5. Issues certificates of eligibles.
6. Maintains recruitment case files for third party review.

7. Responds to applicant inquiries.
8. Ensures compliance with merit promotion and delegated examining procedures.
9. Ensures proper appointing authorities are used to effect appointments.
10. Coordinates recruitment incentive requests in order to obtain CG-121 approval in advance of appointment date.
11. Coordinates processing of personnel actions and ensures accurate employee and pay data is entered into the personnel and payroll systems.

D. CSA and Center HR Specialist (Dual Role) - Assumes the responsibilities outlined above as both the CSA and Center HR Specialist. Dual role personnel are located in Center offices. www.uscg.mil/civilianHR/contact.asp

E. Civilian Recruitment Team www.uscg.mil/civilian/

1. Markets the Coast Guard as an “Employer of Choice” by building a broad public awareness and positive image of the Coast Guard civilian workforce.
2. Designs and implements marketing strategies based on specific management requests and/or difficult to fill occupations in consultation with CSAs, HR Specialists, and hiring officials.
3. Develops strategies to obtain diverse high-quality applicant pools that possess the skills needed for current and future workforce.
4. Develops and conducts recruiting events.
5. Fosters ties with diverse organizations and affinity groups, e.g., persons with disabilities, veterans groups, Hispanic Association of Colleges and Universities (HACU), etc.

F. Applicant - Submits all required application materials in a complete, thorough, and timely manner as required by the specific vacancy announcement.

G. Selectee - Ensures all necessary pre-employment paperwork is submitted timely and accurately to avoid appointment delays.

CHAPTER 2. MAJOR PHASES IN THE HIRING PROCESS

There are five major phases in the hiring process which are described in detail in Chapters 3 through 7. These phases are:

- A. Pre-Recruitment** – This phase covers all actions that occur prior to recruitment. This is one of the most critical phases of the process because during this period, the hiring official meets with the HR representative to discuss the position classification and recruitment strategies and to determine whether PCS or recruitment incentives will be offered. These pre-recruitment actions lay the foundation for all future actions that may take place.
- B. Recruitment** – This phase covers the job analysis, vacancy announcement, questions used to evaluate the candidates and any special selective factors.
- C. Referral** – Covers qualification determination and the various types of referral lists and certificates, veterans appointing authorities, and when veterans' preference is applicable.
- D. Selection** – Once the referrals/certificates are issued, the hiring official is responsible for setting up and conducting interviews, checking references, etc. During this phase, the hiring official consults with the CSA or HR Specialist when questions arise or additional information is required. After a selection is made, the hiring process shifts primarily back to the HR office. Expediting hiring during the selection phase is under the control of the hiring official.
- E. Post Selection** – This phase covers all actions from job offer through entrance on duty.

CHAPTER 3. PRE-RECRUITMENT PHASE

A. Strategic Conversation - The hiring official contacts the Command Staff Advisor (CSA) or Human Resources (HR) Specialist (www.uscg.mil/civilianHR/contact.asp) to initiate a discussion about the recruitment action. Key decisions involving the classification of the position and the recruitment strategies utilized will be made during this phase.

1. **Position Classification** - The hiring official determines if the position description (PD) is still current or needs to be revised or rewritten. Even when there is no vacancy, hiring officials and supervisors should periodically review PDs and as appropriate, either revise or rewrite them. If a position is newly established or if a new PD is required because significant organizational changes have occurred since the position was last filled, the hiring official prepares the draft PD (including a completed OF-8) and submits it for classification to the CSA or HR Specialist.
2. **Recruitment** - The CSA or HR Specialist reviews the completed recruitment package and establishes recruitment timelines and target dates with the hiring official. If the position is difficult to fill requiring the use of recruitment incentives and/or special hiring authorities, discussions with the Civilian Recruitment Team should be initiated to expand the search for external applicants not currently working for the federal government.

B. Recruitment Package - The hiring official submits a complete recruitment package which includes a Request for Personnel Action (SF-52), PD with the OF-8, approved organizational chart, and recruitment worksheet to the CSA or HR Specialist.

It is important for employees to have an accurate PD because it not only identifies the major duties and responsibilities of the position; it serves as the foundation of the position and plays a critical role in recruitment, training, performance management, organizational design, etc. When there are any changes in the office structure, e.g., realignment to new office, the supervisor provides a final approved organization chart through CG-8. For all new billets, HR works with management and CG-8 to ensure the PAL reflects accurate information. The PD should identify any special requirements or conditions of employment such as a high level security clearance, shift work, or special work environments, e.g., inspecting marine hulls, etc. For additional information go to www.uscg.mil/directives/cim/12000-12999/CIM_12510_6C.pdf or www.opm.gov/fedclass/.

C. Recruitment Strategies - Supervisors should assess whether creating entry level/ career ladder positions starting at the GS-5 through GS-9 level (or entry level Federal Wage System positions) is appropriate. Restructuring a position is one of the tools that can be used to enhance diversity and long-term planning for the organization. Assessing the recruitment strategies for a position, including use of the Civilian Recruitment Team www.uscg.mil/civilian/contact.asp, is essential to maximizing outreach to a variety of diverse associations and organizations in order to obtain the broadest and most qualified pool of applicants. Supervisors should maintain an awareness of workforce diversity and routinely explore ways to improve and/or enhance the diversity of their organization.

Supervisors should initially consider advertising the position using merit promotion procedures. Supervisors should consult with the HR Specialist or CSA to discuss potential

applicant pools. If merit promotion might provide a sufficient amount of quality applicants, then Delegated Examining Unit (DEU) procedures should not be used.

1. Discuss if recruitment incentives may be needed. Some incentives require approval prior to recruitment and others are requested and may be approved after a job offer is made.
 - a) Permanent Change of Station (PCS) reimbursement (relocation expenses) must be approved by CG-121 prior to recruitment and posting of the vacancy announcement. PCS information can be found at www.uscg.mil/directives/ci/12000-12999/CI_12570_5A.pdf
 - b) The following are requested after a job offer is made. **Approval must occur prior to an employee's entrance on duty date.**
 - 1) Recruitment Bonus
www.uscg.mil/directives/ci/12000-12999/CI_12500_2.pdf
 - 2) Relocation Bonus
www.uscg.mil/directives/ci/12000-12999/CI_12500_2.pdf
 - 3) Superior Qualifications Appointment
www.uscg.mil/directives/ci/12000-12999/CI_12500_2.pdf
 - 4) Enhanced Annual Leave Accrual
www.uscg.mil/directives/ci/12000-12999/CI_12630_2.pdf
2. Consider special recruiting authorities which may provide referrals faster and easier than the traditional vacancy announcement process.
 - a) Federal Career Intern Program
www.opm.gov/careerintern/
 - b) Schedule A (Disability) – Through a Coast Guard partnership with the Computer/Electronic Accommodations Program (CAP) and the Department of Transportation Disability Resource Center (DOTDRC), assistance is available for any reasonable accommodations necessary for successful job performance when employing persons with disabilities. In addition, the HR Special Placement Program Coordinator (SPPC) is available to provide assistance to management and/or the servicing CSA/HR Specialist with recruitment, hiring, or reasonable accommodations.
www.opm.gov/disability
 - c) Veterans Appointing Authorities which includes disabled veterans, e.g., Veterans Recruitment Appointment (VRA) and 30% or more Disabled Veterans
www.fedshirevets.gov/hire/hm/use/index.aspx
 - d) Student Educational Employment Program
www.opm.gov/employ/students/

3. In conjunction with the servicing CSA or HR Specialist, determine if contact with the Civilian Recruitment Team www.uscg.mil/civilian/contact.asp will assist in conducting outreach to organizations not typically contacted. The team provides the following types of services:
 - a) Markets the Coast Guard as an “Employer of Choice” by building a broad public awareness and positive image of the Coast Guard civilian workforce.
 - b) Designs and implements marketing strategies for positions/occupations in consultation with CSAs, HR Specialists, and hiring officials.
 - c) Develops strategies to obtain diverse, high-quality applicant pools that possess the skills needed for the current and future workforce.
 - d) Develops and conducts recruiting events.

CHAPTER 4. RECRUITMENT

- A. Job Analysis** - The CSA or HR Specialist works with the hiring official to identify the major job duties which serve as the basis for developing the qualification questions.
- B. Questions** - The CSA or HR Specialist in cooperation with the hiring official or subject matter expert (SME) may select or develop new questions. The HR Specialist uses the applicant's responses to the questions to assess and measure the applicant's knowledge and skills for the position.
- C. Selective Factor** - Some positions warrant use of a selective factor which serves as a "screen out." For example, a position may have a special requirement, e.g., fluency in a foreign language. If an applicant does not meet a selective factor, he/she is ineligible for further consideration. Therefore, the factor becomes a part of the minimum requirements for the position.
- D. Conditions of Employment** - Some positions require special conditions of employment due to unique characteristics of the duties and/or work environment. These conditions must be identified in the position description and vacancy announcement. More common examples include: drug testing requirements, pre-employment physicals, frequent travel, shift work, or working in industrial settings.
- E. Vacancy Announcement**
1. There are two types of public notice vacancy announcements: Merit Promotion and/or Delegated Examining Unit (DEU).
 - a. Vacancies may be advertised under either Merit Promotion Plan or Delegated Examining Unit (DEU) procedures. In some cases, both methods may be used to yield the largest pool and a more diverse group of qualified candidates.
 - b. Merit Promotion announcements provide an opportunity for internal federal employees, transferees, reinstatement eligibles, and special appointment candidates, e.g., Veterans Employment Opportunities Act (VEOA).
 - c. DEU authority is primarily used to fill competitive jobs with applicants from outside the Federal workforce.
 2. The minimum open period for vacancy announcements is 5 business days. Typically, announcements are open 2 to 3 weeks. The vacancy announcements will be posted on the USAJOBS website at www.usajobs.opm.gov/.
- F. Special Recruiting** - As necessary, the Civilian Recruitment Team may conduct special national/regional outreach or marketing to organizations not typically contacted. Activities may include recruiting events and/or advertisements in publications or other media.

CHAPTER 5. REFERRAL

- A. Qualification Determination** - The HR Specialist uses the Office of Personnel Management (OPM) qualification standards to determine the basic qualifications of each applicant including any selective factors. For merit promotion candidates, the HR Specialist determines which candidates are “best qualified” and certifies the best qualified candidates to the hiring official for selection. After determining basic qualifications, DEU candidates are referred as described below. Applicants are evaluated based on their experience and education using the resume and responses to a self-assessment questionnaire.
- B. Referral Lists/Certificates** - Referral lists/certificates are issued for a period of 30 calendar days. Requests for extensions may be made in 30-day increments up to a maximum of **90 days**. Referral lists/certificates expire after 90 days and if a selection has not been made within 90 days, a new vacancy announcement must be issued.
1. Merit Promotion - This list is used for the consideration of current and former Federal employees and special appointment candidates, e.g. VEOA. Merit selection rules specify that only the best qualified applicants are to be referred for selection consideration. Selections may be made from this referral without considering veterans status.
 2. Non-competitive - This list is used for candidates who do not have to compete for placement in the vacancy. The candidate must have previously competed for and held a permanent position at the same or higher grade level as the full performance level of the vacant position. Veterans’ preference is not considered when selecting from a non-competitive list.
 3. Delegated Examining Unit (DEU)/Open Competitive - The DEU list is used when jobs are announced to the public at large. Generally, only the three highest ranking applicants, known as the “Rule of Three,” can be referred. Veterans’ preference must be considered when selections are made from DEU. If more than one position will be filled, one additional name per each additional vacancy can be referred.
 - a. Veterans' Preference - Recognizing veterans' sacrifice and the possible economic loss suffered by those who served their country while in uniform, Congress enacted laws to prevent veterans seeking Federal employment from being penalized for their time in military service. The laws are intended to restore veterans to a favorable competitive position for Federal employment.

Veterans' preference comes from the Veterans' Preference Act of 1944, as amended, and is now in various provisions of Title 5, United States Code. By law, veterans who are disabled or who served on active duty in the Armed Forces during certain specified time periods or in military campaigns are entitled to preference over others when hiring from Delegated Examining Unit (DEU)/open competitive lists of eligibles and also in retention during a reduction in force. Preference may also be applicable when filling excepted service positions which are positions excepted from the competitive service by law or by OPM.

- b. The “Rule of Three” applies only to DEU certificates in which the law requires that management only consider the three highest ranked available candidates. A nonpreference (non-veteran) eligible cannot be selected over a preference eligible. Detailed information on the rule of three can be found at www.opm.gov/deu/Handbook_2007/DEO_Handbook.pdf.
- 4. Referral Lists from Recruiting Events - Typically used to refer Federal Career Intern Program (FCIP) eligibles. Although there is no requirement for public notice, veterans’ preference must be used for this categorical rating method.
 - 5. Veterans Appointing Authorities – www.fedshirevets.gov/job/shav/index.aspx
 - a. 30% Compensably Disabled Veterans
 - b. Veterans Recruitment Appointment (VRA)
 - c. Veterans Employment Opportunities Act (VEOA) - Under the VEOA appointment, the veteran competes with current or former employees under merit promotion procedures. Veterans’ preference does not apply when considering veterans under merit promotion. There is no priority consideration for veterans and veterans’ preference points are not used when determining the best-qualified candidates.
 - 6. Schedule A (Disability Appointing Authority) - In addition to using this authority to fill time limited or continuing positions with disabled individuals, this authority can be used to meet summer or permanent hiring needs with talented college students with disabilities. The Workforce Recruitment Program (WRP) database contains profiles of student job candidates from more than 200 colleges and universities nationwide, representing all majors, and ranging from college freshmen to graduate students and law students. The HR Special Placement Coordinator working in the civilian recruiting team can assist with this referral as well as provide resources for accommodations.
 - 7. Military Spouse Appointing Authority (EO 13473) – This is an authority that may be used to appoint military spouses to temporary, term or permanent positions. To be considered under this authority, applicants must apply to a public notice announcement. There is no requirement to be among the best-qualified candidates to be referred. **Note: If the applicant applies to a DEU announcement only, the applicant will be considered under competitive procedures not the military spouse appointing authority.** Eligibility for this authority applies to the following individuals.
 - a. Spouse of member of the armed forces serving on active duty who has orders specifying a PCS (not for training). The appointment must be made within 2 years of the PCS.
 - b. Spouse of a 100% disabled service member injured while on active duty.
 - c. Un-remarried widow or widower of a service member killed while performing active duty.

CHAPTER 6. SELECTION

- A. Selecting the Best Candidate** - The importance of selecting the best candidate for a position cannot be overemphasized. Multiple factors are needed to properly evaluate qualified candidates. These factors must be “job related” and defensible under third party reviews, e.g., Merit Systems Protection Board. Consideration should be given to work experience, education and training, performance appraisals, and awards. In the interview, the candidate may expand upon information provided in the application/resume, and provide management with the deciding factor in the selection process.
- B. Merit System Principles and Prohibited Personnel Practices** - Supervisors and selecting officials must abide by the Merit System Principles, avoid Prohibited Personnel Practices and understand the legal consequences for non-compliance. The Merit System Principles and Prohibited Personnel Practices can be reviewed at <http://www.opm.gov/ovrsight/mspidx.asp> and <http://www.opm.gov/ovrsight/proidx.asp>. This information provides the framework for ensuring that federal employees are hired, managed, trained, and rewarded based on merit factors. Supervisors who commit a prohibited personnel practice may be subject to disciplinary action.
- C. Reviewing Resumes** - The first and most important factor for the hiring official to consider is the applicant’s possession of critical skills, competencies, knowledge and specific experience related to the position. Notes should be made of other unique knowledge or skills that may enhance job performance and may set the applicant apart from the others. The resumes may be reviewed for awards and current performance ratings, which can be factors when assessing candidates. Education, training, professional licenses, and certificate information should also be considered. Educational requirements should be noted to determine if the applicant’s educational background further supports or enhances the position requirements.
- D. Interview** - Interviews are strongly encouraged because this is an opportunity to gather additional information from the applicant since the resume is only a brief description of the individual’s background. Interviews can be especially useful in evaluating such skills as oral communication and interpersonal skills that are not otherwise easily measured in writing. They provide candidates the opportunity to market or expand upon their education, experience, etc., and management the opportunity to provide additional information about the position and the organization.

The information in this guide including the detailed guidance in Appendix A, will provide supervisors with information and recommendations, which, if followed, will result in valid and effective interviews. For additional information and assistance, supervisors should contact the servicing CSA or HR Specialist.

- E. Checking References** - After reviewing the resume and conducting an interview, the hiring official should have a clear indication of the top applicants for further selection consideration. The next step is to check references, which preferably should be verified using prior supervisors over personal references since these individuals have knowledge of the candidate’s work performance. **The current supervisor should only be contacted if the candidate has given permission.** During the interview process, each candidate should be

informed that references and/or current and previous supervisors will be contacted. OPM guidance on checking references can be found at [https://apps.opm.gov/ADT/\(S\(tpdumajuytv5wn551wbj3cef\)\)/ContentFiles/ReferenceCheckin g.pdf](https://apps.opm.gov/ADT/(S(tpdumajuytv5wn551wbj3cef))/ContentFiles/ReferenceCheckin g.pdf).

- F. Make Selection and Return Referral Lists/Certificates** - The hiring official should notify the CSA or HR Specialist immediately after a selection is made. **Hiring officials cannot make job offers. All job offers are made by the Civilian HR Office** because pre-employment requirements (e.g., employment suitability, drug-testing, security, education verification) must be reviewed prior to appointment.

If the hiring official is unable to select a highly qualified candidate from the referral lists/certificates, the referrals may be returned unused. The hiring official contacts the CSA and/or HR specialist to request re-advertisement or an alternate recruitment strategy.

CHAPTER 7. POST SELECTION

A. Job Offer

After the CSA or HR Specialist receives the selection notification, a discussion of the effective date and salary for the selectee will be conducted. The CSA or HR Specialist will notify the selectee of their selection and grade and make a tentative job offer. **Note: Official job offers can only be made by the Civilian HR Office.** If the offer is accepted, the CSA or HR Specialist will negotiate the tentative Entrance on Duty (EOD) date with the employee and/or the selectee's HR office if currently employed on a federal appointment. Typically, the CSA or HR Specialist makes the job offer within 1 day of the selection.

If the applicant declines an initial offer, as appropriate, the hiring official may prepare a request for incentives such as superior qualifications appointments, relocation and recruitment incentives, enhanced annual leave, etc. Approval by the Civilian HR Office must be obtained prior to the employee's appointment.

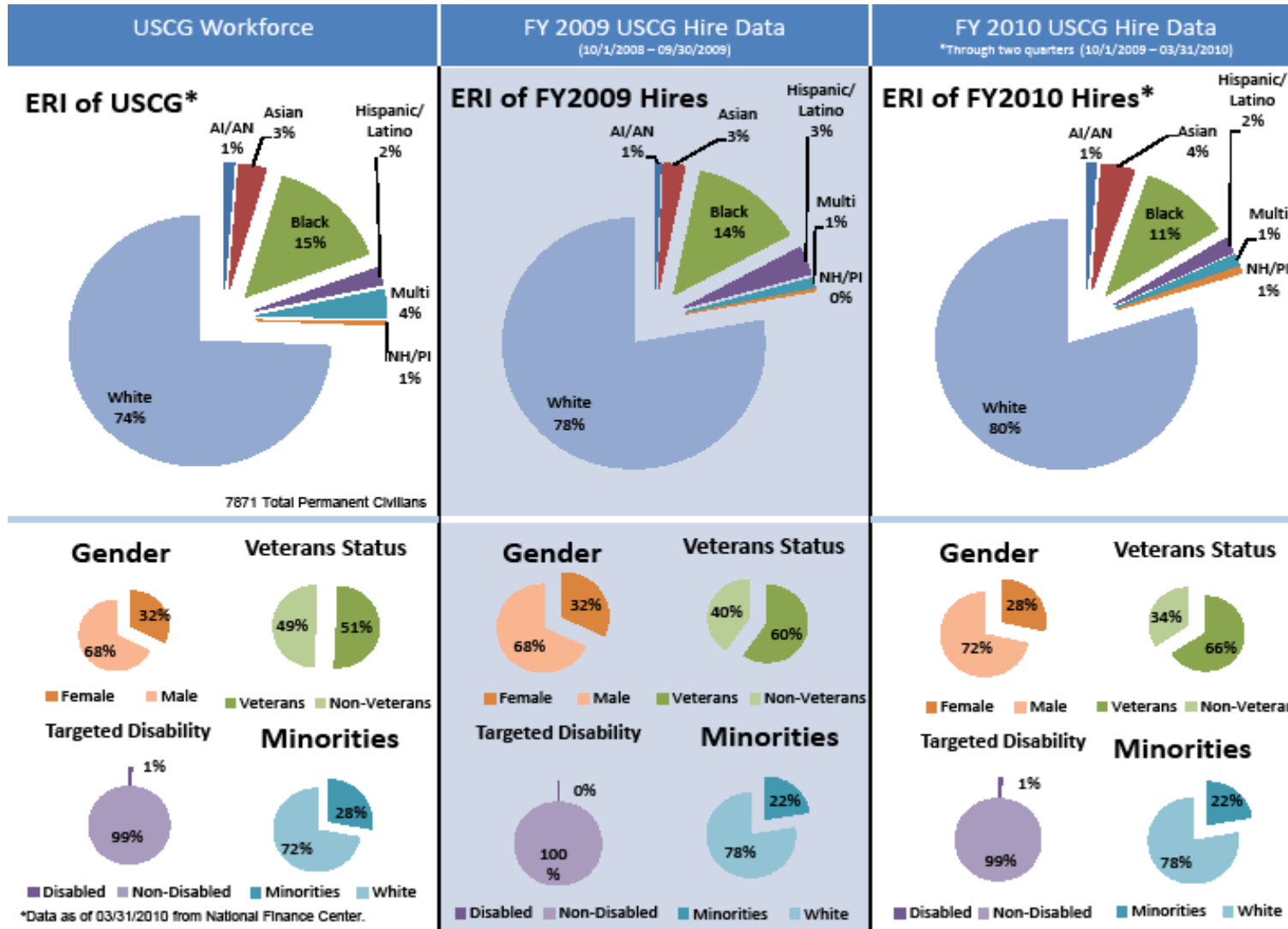
- 1) Recruitment Bonus
www.uscg.mil/directives/ci/12000-12999/CI_12500_2.pdf
- 2) Relocation Bonus
www.uscg.mil/directives/ci/12000-12999/CI_12500_2.pdf
- 3) Superior Qualifications Appointment
www.uscg.mil/directives/ci/12000-12999/CI_12500_2.pdf
- 4) Enhanced Annual Leave Accrual
www.uscg.mil/directives/ci/12000-12999/CI_12630_2.pdf

Employees are required to provide completed background investigation forms based on the sensitivity of the position. The selectee will be sent a tentative selection letter. Once all security requirements are met and any other pre-employment requirements, i.e., drug-testing (if applicable), a final effective date will be set by the CSA or HR Specialist and an official selection letter will be sent.

B. Entrance on Duty (EOD)

The new employee will be inprocessed by the Civilian HR Office or a designated official if geographically separated from a HR representative in the field office. The Civilian HR Office will forward the appropriate paperwork to the employee and/or field office if necessary. New employees must complete the appropriate paperwork and forward it to the servicing HR office for processing.

WORKFORCE PROFILE CHARTS



ERI – Ethnic and Race Identifier

SAMPLE REQUEST FOR PERSONNEL ACTION (SF-52)

Standard Form 52
Rev. 7/91
U.S. Office of Personnel Management
FPM Supp. 296-33, Subch. 3

REQUEST FOR PERSONNEL ACTION

PART A - Requesting Office (Also complete Part B, Items 1, 7-22, 32, 33, 36, and 39.)

1. Actions Requested Recruit vice Jane Doe		2. Request Number
3. For Additional Information Call (Name and Telephone Number) Joe Anybody, 202-475-XXXX		4. Proposed Effective Date
5. Action Requested By (Typed Name, Title, Signature, and Request Date) Joy Somebody, Supy HR Spec CG-1211	6. Action Authorized by (Typed Name, Title, Signature, and Concurrence Date) Jane Bigwig, Chief, CG-1211	

PART B - For Preparation of SF 50 (Use only codes in FPM Supplement 292-1. Show all dates in month-day-year order.)

1. Name (Last, First, Middle)	2. Social Security Number	3. Date of Birth	4. Effective Date
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FIRST ACTION		SECOND ACTION	
5-A. Code	5-B. Nature of Action	6-A. Code	6-B. Nature of Action
5-C. Code	5-D. Legal Authority	6-C. Code	6-D. Legal Authority
5-E. Code	5-F. Legal Authority	6-E. Code	6-F. Legal Authority

7. FROM: Position Title and Number	15. TO: Position Title and Number Human Resources Specialist PCN: 00008463
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8. Pay Plan	9. Occ. Code	10. Grade or Level	11. Step or Rate	12. Total Salary	13. Pay Basis	16. Pay Plan	17. Occ. Code	18. Grade or Level	19. Step or Rate	20. Total Salary/Award	21. Pay Basis
12A. Basic Pay	12B. Locality Adj.	12C. Adj. Basic Pay	12D. Other Pay	20A. Basic Pay	20B. Locality Adj.	20C. Adj. Basic Pay	20D. Other Pay				

14. Name and Location of Position's Organization	22. Name and Location of Position's Organization HR/PERSONNEL MANAGEMENT DIRECTORATE OFFICE OF CIVILIAN HUMAN RESOURCES HUMAN RESOURCES OPERATIONS DIVISION HR SERVICE CENTER - HEADQUARTERS
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EMPLOYEE DATA				24. Tenure	25. Agency Use	26. Veterans Pref for RIF
23. Veterans Preference				0 - None	2 - Conditional	YES <input type="checkbox"/> NO <input type="checkbox"/>
27. REGU				1 - Permanent	3 - Indefinite	29. Pay Rate Determinant
30. Retirement Plan				28. Annuitant Indicator	33. Part-Time Hours Per Biweekly Pay Period	
31. Service Comp. Date (Leave)				32. Work Schedule		

POSITION DATA			35. FLSA Category	36. Appropriation Code	37. Bargaining Unit Status
34. Position Occupied			E - Exempt		
38. Duty Station Code			N - Nonexempt		
			39. Duty Station (City - County - State or Overseas Location) Washington, DC		

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

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

1. Office/Function	Initials/Signature	Date	Office/Function	Initials/Signature	Date
A.			D.		
B.			E.		
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2. Approval: I certify that the information entered on this form is accurate and that the proposed action is in compliance with statutory and regulatory requirements.			Signature	Approval Date	

INTERVIEWING GUIDE

The hiring official and/or panel may interview one, some, or none of the referred eligibles. It is recommended that selection/interview panels be established to explore qualifications and to ensure fair and equitable treatment of all eligibles. Supervisors should use a diverse panel when interviewing candidates. This may include using panel members with diverse perspectives or who represent different career fields or other commands/activities. Although not required, the panel should be made up of individuals of the same or higher grade (or equivalent) as the position being filled. The panel reviews all candidate packages forwarded by the CSA/HR Specialist and recommends the most highly qualified candidates for interviews. Prior to reviewing the candidates' packages, the panel members will establish the ranking criteria to be used. The criteria including any weighting should be tailored to the vacancy.

The panel members may work independently, or as a group, to review the resumes and subsequently work as a group to compile the final list of candidates to be interviewed. The number of candidates recommended for interview is at the discretion of the panel and/or hiring official but should be sufficient to provide an ample number of candidates from which to make an informed decision and hire the best qualified candidate. The hiring official reviews the final interview list and makes the final determination on the interview list. The hiring official may review non-recommended applicants for potential inclusion in the final interview list. The panel may interview the candidates and make recommendations to the hiring official or the interviews may be conducted by the hiring official.

Schedule and conduct interviews

If an interview panel is used, the panel chair: coordinates the members' schedules to determine a suitable time to conduct interviews; ensures the eligibles are notified of their interview time; and has overall responsibility for the development of interview questions and rating sheets.

Interviewing Techniques

Interview questions should always elicit job-related information relative to the requirements of the position for which the candidate is applying. Questions should be prepared in advance to ensure that all candidates are treated in the same manner. Generally, the same questions should be asked of each candidate. However, follow-up questions may be used to obtain additional or clarifying information in order to assess an individual's specific qualifications for the position.

All applicants should be allotted the same amount of time for the interview, with time allowed for the applicant to ask questions of the interviewer(s).

At the discretion of the hiring official, a second round of interviews may be conducted with a smaller number of candidates.

It is a good idea to record notes to eliminate the need to recall key points from memory. It is also helpful to note the date, time, place, and length of the interview. A copy of the interview

questions and the name of individual(s) who conducted the interview should be on file. It is important that selecting officials and/or interview panel members be able to reconstruct the selection process. **The hiring official retains all notes, rating sheets, interview records, etc. for 2 years.** This is extremely important for cases that may become subject to a third party review.

Preparing for Interviews - It is important for a good interviewer to be prepared. In preparation for the interview, each panel member should become familiar with the candidate's application and supplemental materials. This ensures the interviewer has the requisite information, before conducting the interview, to properly evaluate each candidate's qualifications. To prepare for the interviews:

1. Arrange for an appropriate interview site, which is comfortable, well lit, and private (with no interruptions).
2. Carefully review the position description and qualification requirements to identify critical "job related" factors.
3. Allocate sufficient time for each interview.
4. Select/develop interview questions that are related to the position and "job related" factors. Recommended types of questions are those which:
 - Elicit information on past experience and training related to on-the-job performance.
 - Ask candidates how they would respond to hypothetical situations likely to be encountered on the job.

Recommended Steps - In conducting your interviews, it is recommended that you follow these five sequential steps:

1. Introduction and Welcome – Establish rapport with the applicant and explain the purpose of the interview.
2. Discuss the Position – Provide full information about the duties and responsibilities of the position including possible travel or overtime requirements. Outline any long-term expectations, e.g., future transfer to another duty location after completion of training. If the selection is handled by an official or panel which is geographically separated from the duty location of the position, management should coordinate with the local unit to ensure potential hires understand the unique aspects of the position and of the geographic location.
3. Obtain Relevant Information – Use your job-related questions.
4. Respond to the Applicant's Questions.
5. End the Interview – Express appreciation to the applicant for his/her time, and inform the applicant of when the selection will be made and how the applicant will be notified of the decision.

Interview Do's - DO! Ask questions relating to applicants:

1. Qualifications
2. Experience
3. Education
4. Job-related activities

5. Career goals and objectives
6. Plans for further self-development
7. Availability for travel, overtime, specific work schedules

Interview Don'ts – DON'T! Ask illegal questions for example (Note - only ask questions related to the job or work involved):

1. Age
 - What are your retirement plans?
 - Do you think you are too old to accept an entry level position?
2. Children/child care
 - How many children do you have? Are they healthy?
 - Do you have a child care problem?
 - What are your family plans?
3. Marital status
 - Is your spouse subject to transfer anytime?
 - Are you married? What does your husband/spouse do?
 - How long do you expect your spouse to be stationed here?
4. Political affiliation
 - Who did you vote for in the last election?
5. Race or national origin
 - Are you, your spouse, or parents naturalized native born US citizens?
 - What date did you acquire citizenship?
 - What is your nationality, lineage, national origin or descent?
 - What date did you arrive in the US?
 - What port of entry?
 - How long have you been a resident?
 - What languages do you commonly use?
6. Religion – You may not ask anything about religion
7. Other Areas - Any other area which is not specifically related to the evaluation criteria for the position.

Interview Pitfalls

1. While the interview can be a helpful tool in the selection process, its limitations should be recognized. In the “artificial” interview setting, it is difficult to discern such important performance traits as reliability, problem solving capability, learning potential, work performance aptitude, work habits, judgment, and motivation. These traits are more accurately assessed through review of materials contained in the selection package such as performance ratings, applicant training and awards, supervisory appraisals, etc. While the interview can serve to clarify and elicit further job-related information, it should be used as only one part of a comprehensive evaluation process.
2. An interview can inadvertently be the source of numerous illegal violations. For an interview to be defensible, it must be properly developed and conducted, passing the test of: (1) Being specifically job-related and (2) Filling a true business need. A casual, unplanned, unsystematic interview can lead to such common interviewing errors as:

- Failure to establish rapport with the candidate. The interview never gets off the ground - resulting in no substantive discussion about the applicant and his/her qualifications.
- Failure to have a strategy. Lack of an interview system or an understanding of what information needs to be elicited can lead to an inappropriate and counterproductive interview – perhaps resulting in the inadvertent violation of EEO regulations.
- Briefness of interview. An interview that is too brief is usually superficial, yielding little valuable information about the candidate.
- Overemphasis on initial impression. First impressions are not necessarily true indications of typical behavior. Avoid making final decisions early in the interview before you have gathered appropriate information.
- Unconscious biases of preferences. Don't allow one specific trait or characteristic to influence your overall evaluation of a candidate. Common areas of unconscious bias include sex, age, race, physical handicap, and physical characteristics (weight, height, etc.).
- Excessive talking. When the interviewer does most of the talking, little can be learned about the applicant.
- Reliance on intuition. Conclusions based on intuition are irrational and invalid. Only a complete understanding of what an applicant has done in the past will help to predict what he or she will do in the future.

INTERVIEW QUESTIONS

Questions for Better Interviews – Since the interview is specifically designed to gather information upon which to evaluate essentially similar candidates, the major areas covered should be uniform among candidates. The easiest and most consistent means for gathering the information needed for evaluating candidates is to develop certain basic questions that will be asked of all those interviewed. Interview questions should include the following type of questions, as applicable:

1. All purpose interview questions
2. Interview questions for supervisory positions
3. Interview questions for technical positions
4. Interview questions for clerical, secretarial, and assistant positions
5. Interview questions for trades and labor occupations

All Purpose Interview Questions (Examples)

1. Tell me about your present job.
 - What do you like best about it?
 - What do you like least?
 - What frustrates you?
 - What have you learned on this job?
 - Where do you rank your present job with other jobs you've held? Why?
2. How have you changed the content of your job from when you first assumed it (e.g., expanded its scope, improved its contribution to the organization, etc.)?
3. What are some of the things in a job that are important to you?
4. In general, what type of work have you enjoyed the most? The least? Why?
5. Within a work environment, what are your strengths? Your weakness?
6. For what things have your superiors complimented you?
7. What are some problems you encountered on the job? How did you solve these problems?
8. What are some of your more important accomplishments?
 - What are the reasons you were successful in achieving these accomplishments?
 - Were there any unusual difficulties you had to overcome to achieve these accomplishments?
9. What are some important decisions or recommendations you were called upon to make?
 - What decisions are easiest for you to make? Which are more difficult?
 - How has your previous work experience helped you to improve your decision-making abilities?
 - Cite an important decision that you would make differently if you could do it all over again.
10. Do you prefer working with others or working independently? Why?
11. Considering your relationships with co-workers, customers, supervisors, etc.:
 - Cite an example of how you have been effective in relating with others.

- Cite an example of how you might not have been particularly effective. What might you do differently next time in that situation?
12. How do you prioritize your work?
 13. How well do you work under pressure?
 - Cite an example of a pressure situation you faced on the job. How did you handle it?
 14. What motivates you?
 15. What computers/software packages have you worked with:
 - For what purposes?
 - What computer training have you had?
 16. What was your most difficult assignment?
 17. What was your most rewarding assignment?
 18. What are your short-term goals?
 19. What are your long-term goals?
 - Have your long-term goals changed in recent years? If so, how?
 - What are you doing to achieve your long-term objectives?
 20. What have you done about your career development in the last few years?
 21. What kind of supervisor gets the best performance out of you?
 22. Describe your relationship with your supervisor.
 23. Regarding the vacant position:
 - Why are you interested in the position?
 - What in your background particularly qualifies you for this job?
 - Why do you think you would be good in this position?
 - Are there any reasons why you might not be able to perform the duties of this position? If so, explain.
 24. How do you feel about: Working overtime? Working on a particular work schedule? Travel? (Explain to applicant what specific requirements will be: amounts of travel/overtime, etc.)
 25. Describe a situation where someone directly contradicted your opinion in a meeting or in front of a supervisor and how you handled it. How did you feel? How did you manage your feelings? What ultimately happened as a result of this encounter?
 26. Provide an example of an interaction that you have had with senior-level officials or industry leaders. What was the context of the interaction? How did you ensure success in building the relationship?
 27. What strategies do you employ to persuade senior level people when you need their support?
 28. Why are you currently searching for a new position?
 29. What are the top three duties in the job you now have or in your most recent job?
 30. What are some typical decisions that you make and how do you make them? Provide examples.
 31. Where do you see yourself in 5 years?
 32. Describe for me your ideal organization.
 33. Describe what you would say if asked to talk about yourself in a group of people.
 34. If someone told you that you had made an error, describe how you would react and what you would say in your defense.
 35. If someone asked you for assistance with a matter that is outside the scope of your job description, what would you do?

36. Describe what you would classify as a crisis.
37. You are angry about an unfair decision. How do you react?
38. Suppose you are in a situation where deadlines and priorities change frequently and rapidly. How would you handle it?
39. Tell me about a time when you were a part of a great team. What was your part in making the team effective?
40. Give me an example of a time when you had to deal with a difficult co-worker. How did you handle the situation?
41. Can you tell me about a time during your previous employment when you suggested a better way to perform a process?
42. Tell me about a personal or career goal that you have accomplished and why that was important to you.
43. Give an example of a time when you were trying to meet a deadline, you were interrupted, and did not make the deadline. How did you respond?
44. What strengths did you rely on in your last position to make you successful in your work?
45. What do you do when you know you are right and your boss disagrees with you? Give me an example of when this has happened in your career.
46. Tell me about a situation you wish that you had handled differently based on the outcome. What was the situation? What would you change (or will you change) when faced with a similar situation?
47. Describe a time when you performed a task outside your perceived responsibilities. What was the task? Why did you perceive it to be outside your responsibilities? What was the outcome?
48. If you observed a co-worker who made inappropriate sexual or racial remarks to another employee, and it was obvious to you that the situation was creating an uncomfortable environment, what would you do?
49. What are your strengths?
50. What would your last boss say about you?
51. Describe how you like to be managed, and the best relationship you've had with a previous boss.
52. If I asked your previous/current co-workers about you, what would they say?
53. Explain the phrase "work ethic" and describe yours.
54. What kind of people do you find it most difficult to work with? For example, assume you are in a situation where you have to deal with a person very different from yourself and you are finding it difficult. What would you do?
55. What methods do you use to make decisions? When do you find it most difficult to make a decision?
56. Describe a difficult time you have had dealing with an employee, customer, or co-worker. Why was it difficult? How did you handle it? What was the outcome?
57. How would your co-workers describe your work style or work habits?
58. What do you do when others resist or reject your ideas or actions?
59. What do you think are the best and worst parts of working in a team environment? How do you handle it?
60. Under what kinds of conditions do you learn best?
61. How would your past employers describe your response to hectic or stressful situations?
62. If I asked several of your co-workers about your greatest strength as a team member, what would they tell me?

63. What was the most creative thing you did in your last job?
64. What is your interpretation of “success?”
65. Describe an ideal work environment or “the perfect job.”
66. In what way(s) do you express your personality in the workplace?
67. Could you share with us a recent accomplishment of which you are most proud?
68. What would you have liked to do more of in your last position? What held you back?
69. Tell us a bit about your work background, and then give us a description of how you think it relates to our current opening.
70. What are your qualifications in your area of expertise, i.e., what skills do you have that make you the best candidate for this position? Include any special training you have had (on-the-job, college, continuing education, seminars, reading, etc.) and related work experience.
71. Why did you apply for this position?
72. What skill set do you think you would bring to this position?
73. Tell me about your present or last job.
74. Why did you/do you want to leave?
75. What was your primary contribution/achievement? Biggest challenge?
76. What are your short-term and long-term goals?
77. In what areas would you like to develop further? What are your plans to do that? What are your career path interests?
78. Why should we hire you?
79. If you were offered this position, when would you be available to start?
80. After learning about this opportunity, what made you take the next step and apply for the job?
81. If you are the successful applicant, how would you expect to be different after a year in this position?
82. Now that you have learned about our organization and the position you are applying for, what hesitation or reluctance would you have in accepting this job if we offer it to you?
83. Do you have any other special qualifications relating to this position that I should know about?
84. What questions do you have for me?

Interview Questions for Supervisory Positions (Examples)

1. How do you view the job of a supervisor?
2. How many people have you supervised/led: in your current job? In previous jobs?
3. What types of positions have you supervised/led?
4. Describe your supervisory responsibilities and the extent of your authority.
5. Describe your leadership style?
6. What do you like best about being a supervisor? What do you like least?
7. What responsibility did you have in recruiting and selecting your staff? What criteria did you use in making hiring decisions?
8. How many immediate subordinates have you selected in the past two years? Regarding your selections, any surprises or disappointments? If so, explain.
9. What types of problems have you faced in directing your subordinate employees? How did you handle them? What was the outcome?

10. How would you handle a situation where one of your workers changes from a reliable, hardworking employee to a problem person?
11. Describe your method of motivating people.
 - Which approaches have worked best?
 - Which approaches have failed?
 - How do you get the best work from your subordinates?
12. What responsibility have you had in orienting and training new people?
13. Some managers keep a very close check on their organization. Others use a loose rein. What pattern do you follow?
14. How do you convey information to your people?
15. How do you maintain discipline in your organization?
 - What types of discipline problems have you had to deal with?
 - How did you handle them?
16. How is your group's morale? On what do you base your opinion?
17. Discuss your staff's record of turnover. To what do you attribute this good/poor record?
18. What planning processes have you found useful?
 - How do you go about them?
 - In what way do you feel you have improved in your planning abilities/methods?
19. What systems and procedures have you developed to improve the efficiency of your organization?
20. How does your past experience bear on your qualifications for this position?
21. What things do you think would contribute to your effectiveness as a supervisor?
22. What things might interfere with your effectiveness as a supervisor?
23. What are the two or three most important things you have learned as a supervisor?
24. What would you recommend that would help this command to more effectively accomplish its mission?
25. Define professional behavior and/or conduct appropriate in the workplace.
26. Why do you think a team of people may not work well together?
27. Tell us about your management style - people, teamwork, direction?
28. Describe an ideal supervisor.
29. What is your own philosophy of management?
30. How have you participated in planning processes?
31. Is it more important to be a detail oriented person, or a big picture person? Explain.
32. Describe for me a time when you have come across questionable business practices; how did you handle the situation?
33. A new policy is to be implemented organization-wide. You do not agree with this new policy. How do you discuss this policy with your staff?
34. Describe for me a decision you made which would normally have been made by your supervisor? What was the outcome?
35. Discuss and differentiate between remediation, corrective action, and discipline.
36. Explain, step by step, how you have handled an employee who had performance problems.
37. Why should employees seek to improve their knowledge and skill base? How would you motivate them to do so?
38. What coaching or mentoring experience have you had? With groups or one-on-one? How did you determine the appropriate way to coach/mentor and what were the results?

39. Management requires both good writing and verbal skills for good communication. When it comes to giving information to employees that can be done either way, do you prefer to write a memo OR talk to the employee?
40. When making a decision to fire an employee, do you find it easy because of the organization's needs OR difficult because of the employee's needs?
41. Managing requires motivating employees as well as accomplishing tasks. Do you find it more natural to point out what's wrong so employees can accomplish tasks competently OR to praise employees for their work and then point out what may need correcting?
42. Managers need good information and managers need to make good decisions. Do you tend to gather information up to a deadline in order to make a better-informed decision OR gather just enough information to make a good decision quickly?
43. Are you best at dealing with details and day-to-day operations OR with concepts, envisioning and future planning? Give an example.
44. Tell me about your current position or most recent position and how you helped the organization accomplish its goals and mission.
45. Have you ever had to champion an unpopular change? How did you handle it?

Interview Questions for Technical Positions (Examples)

1. What has been your greatest achievement in your current position? In your career?
2. How do you stay abreast of the changes that occur in your career field?
3. How do you approach and resolve controversial situations in the career field? Provide an example.
4. What types of projects/programs/systems have you worked on? Where and when? Give some examples of the more difficult work you have done.
5. Give some examples of work you have done requiring up-to-date knowledge of policies, practices, and procedures.
6. Tell how you gained your knowledge of this occupation.
7. What new methods of accomplishing your work have you suggested? Were they tried? If so, how successful were they?
8. Cite an example where you had to meet a tight time schedule, last minute deadline or work during an emergency situation. How did you handle it?
9. What kinds of instructions have you had to follow to perform the work?
10. How much help do you get from your supervisor in performing your work? What work can you do independently, without the help of a supervisor or more experienced individual?
11. Have you helped or guided others in the performance of this work?
12. Describe any strategic initiatives in which you were involved. What was your role? What was the outcome of your efforts? What did you learn from that experience?
13. Describe a situation where you had to influence others to pursue a direction that they were initially resistant to follow. How strong was the resistance? What tactics did you use to influence those who did not share your perspective? What was the outcome of the situation?
14. Tell us about a policy setting project on which you have worked? What was the project scope?
15. Have your leadership skills been challenged? How did you encourage collaboration?
16. What strategies have you employed to keep up with the pace of change in our industry?

17. What publications have you read in the last six months that are related to the occupation?
18. What strategies have you used to stay abreast of changing regulations and requirements?
19. How do you share information and knowledge learned with others to aid in their professional development?
20. Describe a time when you had to demonstrate your knowledge of policies, procedures, and regulations. How did the situation arise? What was the outcome? How have you used policies, procedures, and regulations to drive or promote changes?
21. What characteristics do you feel are necessary for success in this career field?
22. Do you have any other specialized qualifications I should know about? If so, discuss.
23. Do you have any additional questions about the position or the training requirements?

Interview Questions for Clerical, Secretarial, and Assistant Positions (Examples)

1. What are your current office responsibilities?
2. In what administrative or management areas are you particularly interested? What training or experience have you had in these areas?
3. In your current job, what are your highest priorities?
4. What is the pace of your current job? What is the extent of your workload? What types of pressure situations do you face? How often?
5. What were some of the more unusual assignments you have been given? What new skills/initiative did they require? How successful were you in completing them?
6. In your present job, on what do you spend most of your time?
7. In what ways do YOU contribute to your organization's success?
8. What responsibility do you have for dealing with other departments?
9. What equipment or supplies have you purchased or recommended?
10. What software packages (office automation) have you used? Do you have any other computer experience or training?
11. Cite some examples of experiences you have had in arranging meetings/conferences, etc., involving coordination with several people. What types of meetings/conferences were they? How many and which people were involved? What special problems did you encounter?
12. Describe your experience in maintaining records. What types of records? For what purpose? What computational skills were required?
13. What types of filing systems have you used? What systems have you organized? Describe your experience in assembling materials/reports from several different sources.
14. Describe your experience in collecting and compiling data (statistical, financial, inventory, etc.).
15. What experience have you had in making travel arrangements?
16. What types of directives, instructions, manuals, etc., have you worked with? For what purposes? What new methods for accomplishing your work have you suggested? Were they tried? If so, how successful were they?
17. What English, mathematics, or business courses have you taken? Where were these courses taken (high school, college, government courses, etc.)? How recently? What grades did you get?
18. Do you have any other special qualifications for this position that we haven't discussed? If so, describe.

Interview Questions for Trades and Labor Positions (Examples)

General Trades and Labor Positions

1. On what types of equipment/systems/facilities have you worked? Where did you work on this equipment, etc.?
2. Give some examples of the more difficult work you have done.
3. Have you done any work on prototype equipment? If so, describe.
4. What tools, instruments, and/or equipment have you worked with? Where have you used them? On what type of work? What type of training did you receive?
5. What types of test equipment have you worked with? For what purpose? To what tolerances?
6. What precision measuring instruments have you used?
7. Give some examples of your work that required precise timing, accurate dimensions, precise fit, etc.
8. Describe work you have done which required speed and accuracy of hand.
9. What are some of the more common problems you encounter in your work?
10. For equipment, describe your experience in (choose as appropriate): Troubleshooting, Overhauling, Aligning, Testing, Modifying, Constructing, Preventive Maintenance, Reconditioning, Calibrating, Repairing, Disassembling, Assembling, or Installing.
11. Tell how you've gained and used your knowledge. From the theoretical side (as in books). From the practical side (as in "hands on" work experience). How recently was this knowledge acquired? How recently was it last used?
12. Where did you learn the skills of your trade (on-the-job training, apprentice program, other training)?
13. Give some examples of work you have done requiring up-to-date knowledge of trade practices.
14. Tell about your studies in sciences, mathematics, mechanical drawing and trades. Where did you study these subjects? What grades did you get? What types of measurements can you perform?
15. Discuss any hobbies you have that show your interest in trades, technical or scientific fields.
16. What kinds of materials have you worked with? Where did you use them? For what kind of work?
17. Tell how you gained your knowledge of shop practice (e.g., conserving materials, using correct parts, keeping exact tolerances, handling different situations, "tricks of the trade").
18. What experience have you had in planning, layout, and setup of operations? What was the size and scope of this work? What were the more difficult types of planning, layout, and setup you have done? Describe the tools you used, calculations involved, tolerances, etc.
19. What new methods of accomplishing your work have you suggested? Were they tried? If so, how successful were they?
20. Describe experience you have had where you were required to make reports or keep records, logs, inventories, etc.
21. Describe experience you have had where you were required to keep things neat, clean, and in order.
22. Cite an example where you had to meet a time schedule, deadline, or emergency. How did you handle it?

23. Have you used parts manuals and/or catalogs in your work? If so, which manuals/catalogs? For what purpose?
24. What kinds of instructions have you had to follow in shop work, on jobs, or in the military?
25. Describe your experience working with blueprints, diagrams, schematics, etc.
26. What responsibilities have you been given on jobs, in the Armed Forces, in your community, etc.?
27. How much help do you get from your supervisor in doing your work? What work can you do by yourself, without the help of a supervisor? Have you ever helped or guided others (helpers, junior workers, etc.)?
28. Describe work you did where you had to observe safety rules to avoid injuring yourself or others. What dangers were involved? What safety training have you had? What is your safety record? Tell about any accidents you have had in the last 5 years.
29. Do you have any other specialized qualifications I should know about? If so, discuss.

Inspector Positions

30. What kind of inspections have you done on your own work or that of others? What mechanical or electrical instruments have you used to check work? What was the purpose of the inspection? What instructions, specifications, or other guidelines did you use?

Estimator Positions

31. Describe your experience in estimating time, materials, and cost. Discuss the type and complexity of the operations. What was the purpose of the estimating? Tell about any new or prototype work for which you estimated.

Leader Positions

32. Have you ever taught or led helpers, apprentices, or intermediate workers? If so: Discuss the kind of instruction or leadership you gave. Explain how you encouraged those led to work effectively. How successful were you? What other leading have you done (in the military, in community activities, etc.)?

Wage Supervisor Positions

33. Describe your experience supervising others. Tell about the numbers and kinds of workers you supervised. Describe the nature of work directed. What relationships did you have with operating groups other than your own unit? Describe your supervisory responsibilities and the extent of your authority.

Interview Do's & Don'ts Checklist

Guidelines: Lawful and Unlawful Interview Questions

Subject of Question:	It is ACCEPTABLE to inquire about:	It is UNACCEPTABLE to inquire about:
Name	Whether applicant has ever worked under a different name	The original name of an applicant whose name has been legally changed. The ethnic association of applicant's name Applicant's maiden name
Age	If applicant is older than 18 If applicant is younger than 18 or 21 if job related	Date of birth Date of high school or college graduation
Residence	Applicant's place of residence Alternate contact information	Previous addresses Birthplace of applicant or applicant's parents Length of current and previous addresses
Race or color	-	Applicant's race or color of skin
National origin and ancestry	-	Applicant's lineage, ancestry, national origin, parentage or nationality Nationality of applicant's parents or spouse Applicant's maiden name
Gender and family composition	-	Sex of applicant Marital status Dependents of applicant or child-care arrangements Who to contact in case of emergency
Creed or religion	-	Applicant's religious affiliation What church, parish, mosque or synagogue applicant belongs What holidays applicant observes

Citizenship	Whether the applicant is a U.S. citizen or has current permit/visa to work in U.S.	Whether applicant is a citizen of a country other than the United States Date of U.S. citizenship
Language	What language applicant speaks and/or writes fluently, IF JOB RELATED	Applicant's native language Language commonly used at home
Arrest record and convictions	If applicant has ever been convicted of a crime	Whether applicant has ever been arrested
Reference checking	Previous work contacts	Name of applicant's religious leader Applicant's political affiliation and contacts
Relatives	Names of relatives already employed by employer	Name and/or address of any relative of applicant Whom to contact in case of emergency
Organizations	Applicant's membership in any professional, service or trade organization that are relevant to his/her ability to perform the job	List of all clubs or social organizations to which applicant belongs
Photographs	-	Photograph with application, with résumé, or before hiring
Physical characteristics	-	Any inquiry into height and weight of applicant
Physical limitations or disabilities	Whether applicant has the ability to perform the duties of the job for which he or she is applying	The nature or severity of an illness or physical condition Whether applicant has ever filed workers' compensation claim
Military reserve status	Only if related to the position being filled , e.g., key position	Use status as a consideration for employment
Family medical history	-	Any inquiry related to family members' medical history

GLOSSARY

Civilian Recruiter - An individual who, in conjunction with the CSA/HR Specialist, can develop recruitment strategies to wide variety of diverse associations and organizations to obtain a talented pool of candidates.

Command Staff Advisor (CSA) - An individual who although assigned to the Civilian HR Office is geographically separated. In conjunction with the Center HR Specialist, carries out a serviced organization's recruitment, assessment, and hiring procedures.

Delegated Examining Unit (DEU) - Authority delegated from the U.S. Office of Personnel Management (OPM) to agencies which allows for competitive examination and certification to include development of rating criteria, evaluation of applicants, and development of competitive certificates of eligibles for career and career-conditional appointment. Note: The Coast Guard has the authority through a redelegation from DHS.

Hiring Official - The individual responsible for making a particular hiring decision. This is frequently the future employee's supervisor. Also known as the selecting official.

Human Resources (HR) Specialist - An individual assigned to the Civilian HR Office who is primarily responsible for carrying out a serviced organization's recruitment, assessment, and hiring procedures.

Manager - Typically the head or assistant head of a major organization within the Coast Guard. Position which directs the work of an organizational unit; is held accountable for the success of specific line or staff functions; monitors and evaluates the progress of the organization toward meeting goals; and makes adjustments in objectives, work plans, and commitment of resources.

Military Spouse Appointing Authority - An appointing authority used to appoint military spouses to temporary, term or permanent positions if they meet certain conditions, e.g. appointed within 2 years of service member's PCS move. Spouses appointed under this authority are not entitled to any type of preference.

Position Description (PD) - The PD briefly describes the key or major duties and responsibilities of a position. The primary use of PDs is for classification and pay purposes. However, a PD also serves as the basis for qualification determination and preparation of an employee's performance or training plan.

Reasonable Accommodation - A workplace accommodation for a person with a disability when doing so does not result in undue hardship to the agency. The accommodation makes it easier for the employee to successfully perform the essential duties of the position. Examples of reasonable accommodations include providing interpreters, readers, or other personal assistance; modifying job duties; restructuring work sites; providing flexible work schedules or work sites; and providing accessible technology or other workplace adaptive equipment.

Rule of Three - A selection process that restricts hiring officials to the three highly-ranked and available individuals from the DEU list of qualified candidates when determining who to interview and hire.

Special Placement Program Coordinator - An individual in HR who helps management to recruit, hire, and accommodate people with disabilities. Some of the roles and responsibilities are: advising hiring officials about candidates available for placement in jobs; providing hiring officials with information on reasonable accommodation; helping hiring officials to determine the essential duties of the position and to identify architectural barriers and possible modifications; helping persons with disabilities get information about job opportunities; and providing information to organizations involved in the placement of applicants with disabilities.

Subject Matter Expert (SME) - An individual with comprehensive knowledge of the duties and responsibilities necessary to perform a specific job. The overall role and responsibility of the SME is to provide a recommendation based upon their subject matter expertise to the HR office in regards to relevant information needed to fill a vacant position. The SME must serve in a neutral and objective capacity.

Superior Qualification Appointment - This is a discretionary authority used to set the rate of pay of a newly appointed employee at a rate above the minimum rate of the grade because of the candidate's superior qualifications or a special need for the candidate's services.

Supervisor - A position or employee that accomplishes work through the administrative and technical direction of other people and at least meets the minimum requirement for coverage under the Supervisory Grade Evaluation Guide.

Veterans Employment Opportunity Act (VEOA) - This is a competitive service appointing authority that allows eligible veterans to compete for competitive service positions under an agency's Merit Promotion procedures when the vacancy announcement is open to external candidates and the individual is selected from the list of best qualified. To be eligible, the individual must be a preference eligible or a veteran who substantially completed 3 or more years of active service.

Veterans' Preference - By law, qualified veterans who are disabled or who served on active duty during military campaigns or certain other specified time periods are given preference over non-veterans both in hiring and in retention during reductions in force.

Veterans Recruitment Appointment (VRA) - A noncompetitive appointment of a veteran in the excepted service. It leads to competitive status and career or career conditional tenure upon satisfactory completion of a two-year trial period and completion of any education and training. Usually, a formal education and/or training plan is prepared. This is a combined effort between the supervisor, selectee, and the HR office.

HIRING OFFICIAL CHECKLIST

- _____ Initiate discussion with CSA or HR Specialist about recruitment action.

- _____ Submit Request for Personnel Action (SF-52) and the Position Description (PD) with the Optional Form 8 (OF-8).
 - a. Review position description for currency and accuracy of the duties and occupation.
 - b. As applicable, make pen and ink changes to existing PD or write new PD.
 - c. Identify special requirements or conditions of employment, e.g., shift work.

- _____ Determine recruitment strategies.
 - a. Entry level, full performance or career ladder fill.
 - b. Vacancy announcements (merit promotion or DEU).
 - c. Recruitment incentives.
 - d. Special recruiting authorities (Note: Use of some of these authorities, e.g., Schedule A Disability authority, can significantly reduce the recruitment period by eliminating the need for a vacancy announcement).
 - e. Need for services of civilian recruitment team.

- _____ Work with CSA or HR Specialist to determine type of vacancy announcement, if applicable, to issue.

- _____ Assist the CSA or HR Specialist in developing or revising applicant assessment questions.

- _____ Identify any selective factors.

- _____ Review draft vacancy announcement developed by CSA or HR Specialist.

- _____ Receive referral list(s)/certificate(s) from CSA or HR Specialist.

- _____ Establish selection panel (optional).

- _____ Review applications and determine which applicants, if any, to interview.

- _____ Interview applicants (either by hiring official or panel)
 - a. Prepare interview questions.
 - b. Schedule and conduct interviews.
 - c. Retain notes, rating sheets, and interview records for 2 years.

- _____ Conduct reference checks of current and/or previous supervisors and any personal references.

- _____ Make selection (panel may recommend but the hiring official makes the final hiring decision).

- _____ Return referral list(s)/certificate(s) with selected candidate, if any. (All job offers are made by the Civilian HR Office).

- _____ Prepare and submit recruitment incentive packages, if necessary, e.g., recruitment incentive, enhanced annual leave, etc.

RESOURCES

Civilian Personnel Homepage - www.uscg.mil/hq/cg1/cg121/default.asp

Civilian Recruiting - www.uscg.mil/civilian/

Civilian Servicing Assignment Representatives - www.uscg.mil/civilianhr/contact.asp

Coast Guard Strategic Diversity Plan -
www.uscg.mil/hq/cg1/diversity/docs/Diversity_Plan_FINAL090109.pdf

Code of Federal Regulations (CFR) - www.gpoaccess.gov/cfr/index.html

Commandant of the Coast Guard's Diversity Policy Statement -
www.uscg.mil/seniorleadership/announcements/dps.pdf

Commandant of the Coast Guard's Equal Opportunity Statement -
www.uscg.mil/seniorleadership/announcements/eops.pdf

Commandant Instructions - www.uscg.mil/directives/ci.asp

Computer/Electronic Accommodations Program (CAP) - www.tricare.mil/cap/Employment_Needs/

Delegated Examining Unit (DEU) Handbook - www.opm.gov/deu/Handbook_2007/DEO_Handbook.pdf

Department of Transportation Disability Resource Center (DOTDRC) - www.drc.dot.gov/

Merit Promotion Plan - www.uscg.mil/directives/ci/12000-12999/CI_12335_4A.pdf

United States Code - www.gpoaccess.gov/uscode/index.html

USAJOBS (OPM job site) - www.usajobs.gov

Veterans One-Stop - www.fedshirevets.gov

Workforce Profile Chart (USCG) -
<https://cgportal.uscg.mil/lotus/mypoc?uri=dm:9e953300423a47c988888cd53469fdb8&verb=view>