



# **STAFFING & COMPENSATION FLEXIBILITIES**

## **MANAGER'S GUIDE**

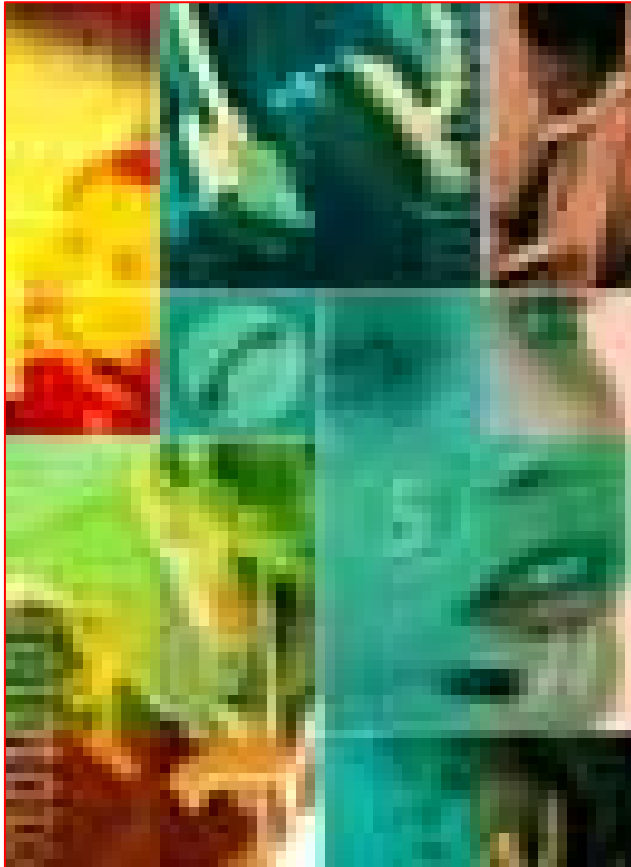
*compiled by  
Human Resources and Organizational Management  
Headquarters, U. S. Marine Corps*

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## INTRODUCTION



This quick reference guide is an easy-to-use summary of various hiring authorities and incentive tools for managers to consider when filling jobs. It is not intended as a substitute for statutory, regulatory, or any local requirement or agreement, but simply a helpful tool to be used in meeting your individual recruiting and staffing needs.

Success in the hiring process is a product of a cooperative exchange of information between two key players:

**You - the Manager**

**AND**

**Your Workforce  
Planning (WFP)  
Advisor**

This guide is organized by grouping topics for quick reference. Each topic contains information, as well as references, if you wish to learn more. Electronic versions of this document contain links to websites that provide more detailed information. We encourage you to use this guide as a starting point for consulting with your Workforce Planning Advisor.

## **THE ROLE OF YOUR WORKFORCE PLANNING ADVISOR**

Each organization is assigned a specific Workforce Planning Advisor (WFP) to provide on-site strategic consultant and partnering services for a wide variety of classification, recruitment and staffing needs. Your WFP Advisor will help you forecast future workforce requirements, advise you on skills and affirmative employment gaps, assist you in developing short and long range staffing plans, and advise you on multiple classification and recruitment strategies and pay flexibilities.

Your WFP Advisor serves as an expert Human Resources (HR) advisor to your position management and compensation review boards, and other organizational meetings. In addition, they will serve as the interface between your organization and the Human Resources Service Center for a variety of HR issues, such as: certificates that do not meet your needs, pay issues, corrections to HR records, classification of positions, and Priority Placement Program matches and qualifications disputes.

Your WFP Advisor will help you establish a new organization when there is a need or help you restructure your existing organization (including Reduction in Force (RIF) and RIF avoidance actions). They will assist you in developing or rewriting position descriptions, and provide classification advisories. When you receive your selection certificate, your WFP Advisor will assist you in determining if your selection certificate meets your need, help you expedite your selection, and follow through with the job offer and entrance on duty process for your new employee. Your WFP Advisor is there to meet your HR strategic advisory needs.

# METHODS OF FILLING CIVILIAN POSITIONS

## WHAT ARE MY HIRING OPTIONS?

*The following list provides a brief description of various hiring options. Contact your WFP Advisor for more information on these options.*

### INTERNAL SOURCES *(Current Federal Employees)*

- **Detail.** A temporary assignment to a set of unclassified duties or to a position at the same, lower, or higher grade or band. There is no change in pay and employees do not need to be qualified to be detailed. However, they must meet positive education requirements, professional certification, and licensure requirements. Under the General Schedule (GS) and the Federal Wage System (FWS), details may be done in 120-day increments up to one year. Details to higher graded duties may be made without competition up to 120 days (under GS and FWS). Under the National Security Personnel System (NSPS), there is no limit on the length of details or a requirement to compete a higher banded detail.
- **Reassignment.** A temporary or permanent assignment to a position at the same grade or band. When the position has promotion potential to a higher level, competition may be required if the temporary reassignment is longer than 120 days (under GS and FWS) or longer than 180 days (under NSPS) in a 12-month period.



- **Change to Lower Grade or Band.** A permanent assignment to a position at a lower level. Competition may be required if the position has promotion potential to a higher level.
- **Transfer.** Movement to Marine Corps from an agency outside the Department of Navy or U. S. Marine Corps. Under GS or FWS, this may or may not involve a grade change. Under NSPS, a transfer would be processed as a reassignment, promotion, or change to lower band.
- **Promotion.** A temporary, term, or permanent assignment to a position at a higher level. Temporary

promotions may be made without competition up to 120 days (under GS and FWS) or up to 180 days (under NSPS) in a 12-month period.

- **Noncompetitive Promotion.** An employee who has previously held a position on a permanent basis under career or career-conditional appointment at or above the grade level or band of the position to be filled may be noncompetitively promoted. In many cases, employees eligible for noncompetitive promotion have been forced to accept lower-graded positions in order to become re-employed with the Federal government. Since such employees previously competed for positions at the higher grade, they must only meet the basic qualification requirements of the position.
- **Career Ladder.** A restructured position that is filled at the entry level to allow an employee to develop, through training, to the full performance level.
- **Merit Promotion.** Positions filled through merit promotion use an automated recruitment and referral tool called STAIRS (Standard Automated Inventory and Referral System). When an individual announcement is used, applicants apply directly to the specific announcement. When a flyer or an open continuous announcement are used, candidates must have a resume on file at the Human Resources Services Center (HRSC) and apply to inventory announcements to receive consideration. Candidates are matched against the skills of the position being filled. A reasonable number of candidates possessing the greatest number of skills are referred for selection consideration.
- **Management Identification of Candidates (MIC).** This method of recruitment is only used for filling GS and FWS positions. Under NSPS, expedited recruitment methods (*also referred to as Alternative Forms of Competition*) may be used. Alternative Forms of Competition include Assessment Boards, Alternate Certification, or Exceptional Performance Promotion (*defined below*). Using the MIC procedure, some positions may be filled competitively without formal vacancy announcements. Management officials may select a candidate for promotion without formal competition when the area of consideration is small enough that the selecting official knows all potential applicants. If this method is used, the selecting official must evaluate each candidate equitably. Officials should identify on the Request for Personnel Action (RPA) that this option was used and provide a copy of the evaluation documents to the WFP Advisor. Documentation must include a list of all qualified candidates considered, the evaluation criteria upon which the candidates were evaluated, and a brief justification of why the candidate was best qualified.

- **Assessment Boards.** This method of recruitment is used under NSPS only and requires documentation to be maintained by the organization, including names and titles of members serving on the board, dates the board convened, a list of employees considered and how employees were identified, method and criteria used to assess employees, individual ratings, and categorized referrals created as a result of the assessment. Referrals must include expiration date and annotation of selections made. Selection documentation (including referrals) is maintained for each selectee.
- **Alternate Certification.** This method of recruitment is used under NSPS only and may be done by (1) the selecting official or (2) with the assistance of the HRSC.
  - (1) If the selecting official uses this method, the selecting official must maintain documentation including: the source of employees and list of employees considered, method and assessment criteria used to assess employees, individual employee ratings, identification of what constitutes the highest quality group, and selectee's name.
  - (2) If the selecting official requests HRSC assistance, the process is similar to that of requesting the HRSC to issue a certificate from an open continuous announcement. The selecting official forwards to the HRSC the Request for Personnel Action (RPA) containing the employee's name and social security number, the vacancy information (e.g., PD number), assessment criteria (skills), source of employees (e.g., area of consideration), any other identification of what constitutes the highest quality group to the HRSC. The HRSC enters the appropriate information into the automated tool to determine if the name-requested individual would be in the highest quality group and on the certificate if issued. If the result is positive, the RPA is annotated and the selection is processed.
- **Exceptional Performance Promotion.** This method of recruitment is used only under NSPS only and requires the organization to maintain documentation of the source of employees (e.g., area of consideration), a list of the employees within the area of consideration, the method and criteria used to assess the employees, and documentation of how the functions of the selected employee's current position are similar to the position to which being promoted.
- **Modification to Qualification Standards.** The experience requirements defined in any qualification standard may be modified for certain noncompetitive actions, such as reassignments and changes-to-lower grade or band to allow the identification of closely related experience to be qualifying. Qualification requirements for positions with greater promotion potential may also be modified in keeping with merit promotion, which means selection must be done competitively so that all eligibles are considered under the same modified criteria. This

added flexibility allows managers to select candidates who clearly show the capability to perform the major task requirements of the position being filled based on closely related experience. Professional certifications and licenses may not be waived, though.



## EXTERNAL SOURCES

*(General Public, Former Military, Former Federal Employee, or Spouse of Relocating Military Member or DoD Civilian)*

- **Delegated or Competitive Examining.** These hiring authorities allow you to fill temporary, term, or permanent vacancies where the source of applicants is generally candidates who are non-Federal or not appointable under any other method. The HRSC has Delegated Examining Authority (for GS and FWS positions) and Competitive Examining Authority (for NSPS positions) to issue individual announcements that are open to the general public. Candidates are



certified in score order or by category, with veterans receiving additional points. Generally, a veteran with the same or higher score of a non-veteran or in the same category as a non-veteran must be

selected over a non-veteran. Provisions are available for valid requests for passing over of veterans. Your WFP Advisor will advise you of your recruitment options when the certificate is received from the HRSC.

- **Administrative Careers with America (ACWA) Authority.** ACWA is a recruitment source or examination program available through OPM. ACWA program provides for entry-level hiring at the GS-05 and GS-07 level in a large number of professional and administrative occupations. ACWA is authorized under the terms of a consent decree (*Luevano vs. Lachance*) and can only be used for specific series and job titles. The intent of this authority is to increase the representation of African-Americans and Hispanics within the work force. The HRSC has delegated authority for certain occupations. OPM maintains authority for all other occupations.

- **Office of Personnel Management (OPM) Shared Case Examining.** With prior approval from the Department of Navy and when delegated examining or competitive examining does not meet the recruitment needs, we may be able to use OPM services. These services would be paid for by the manager and used to fill temporary, term, or permanent positions through vacancy announcements which are open to the general public. The same rules governing veterans that applies to Delegated Examining and Competitive Examining certificates applies to certificates issued from OPM under this method.
- **Direct Hire Authorities.** When there is a severe shortage of candidates or a critical hiring need, the Office of Personnel Management (OPM) may approve specific direct hire authorities for filling temporary, term or permanent positions. Using a direct hire authority expedites the recruitment process by enabling a job offer to be made to a qualified candidate at a recruitment event, such as a job fair, as long as the HRSC has an open vacancy announcement for the occupation and there are no candidates under a mandatory placement program, such as the Priority Placement Program. Depending on the specific direct hire authority, veterans' preference may apply. Specific direct hire authorities include:
  - **Government-wide Severe Shortage of Candidates - Medical Occupations.** The occupations covered under this direct hire authority are: Diagnostic Radiologic Technologist, GS-647; Medical Officer, GS-602; Nurse, GS-610 and GS-620; and Pharmacist, GS-660. *(effective 6/20/03; no expiration date)*
  - **Government-wide Critical Hiring Need - Information Technology Management (Information Security) GS-2210 Positions.** This authority is for positions at or above the GS-9 level in support of Government-wide efforts to carry out the requirements of the Government Information Security Reform Act and the Federal Information Security Management Act. *(effective 6/20/03; no expiration date)*
  - **Direct Hire Authority Under the DoD FY09 Appropriation Act (for Medical Occupations).** The occupations covered under this direct hire authority are: Physicians, Dentists, Podiatrists, Optometrists, Nurses, Physicians Assistants, Expanded-Function Dental Auxiliaries, Chiropractors, Pharmacists, Audiologists, Psychologists, Social Workers, Orthotists, Prothetists, Occupational Therapists, Physical Therapists, Rehabilitation Therapists, Respiratory Therapists, Speech Pathologists, Dieticians, Nutritionists, Industrial Hygienists, Psychology Technicians, Social Services Assistants, Practical Nurses, Nursing Assistants, and Dental Hygienists. *(effective 10/14/08; no expiration date)*

- **Expedited Hiring Authority for Acquisition Positions.**  
 These positions are at the YA-2 and YA-3 and comparable levels in the following Defense Acquisition Workforce Improvement Act (DAWIA) career fields: Auditing (AUD); Business, Cost Estimating, Financial Management (BCEFM); Contracting (CON); Facilities Engineering (FE); Information Technology (IT); Life Cycle Logistics (LCL); Production, Quality and Manufacturing (PQM); Program Management (PM); Quality Control and Assurance (QA); Science and Technology Management (S&T); Systems Planning, Research, Development, Engineering and Testing ( SPRDE); and Test and Evaluation (T&E). *(effective 12/23/08; expires 9/30/2012)*
- **Positions Involved in Iraqi Reconstruction Efforts.**  
 Temporary or time-limited positions may be made in direct support of U. S. Government efforts to rebuild and create an independent, free, and secure Iraq and Afghanistan, when no other appropriate appointing authority applies. Positions will generally be located in Iraq or Afghanistan, but may be in other locations, including the United States, when directly supporting operations in Iraq or in Afghanistan. *(effective 7/1/03; no expiration date)*
- **Highly Qualified Experts.** With prior approval from the Department of Navy, highly qualified experts outside the civil service and uniformed services may be appointed to positions for two years and extended in one-year increments not to exceed five years. A highly qualified expert is an individual who possesses uncommon and recognized knowledge, skills, and experience in an occupational field, beyond the usual range of expertise and judgment that is accorded authority and status by peers or the public. The individual has substantive experience and/or education, is generally credentialed, and has proven ability in a particular field or fields. Some restrictions apply to rehiring civilian employees who received Department of Defense (DoD) separation incentives.
- **Reinstatement Eligibles.** Re-employment of former Federal government employees. Individuals with reinstatement rights may be non-competitively placed in positions at grades or pay bands equal to or lower than the grade or pay band previously held. Filling a position with a reinstatement eligible can be a quick method of filling a position, especially when the supervisor is able to name request an individual with previous training. Reinstatement eligibles may also compete with merit promotion candidates for positions at higher grades or pay bands than they previously held.
- **Re-employed Annuitants.** An annuitant under either the Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS) may be employed in any position for which he/she is

qualified. With prior Department of Navy approval, re-employed annuitants may be hired on a temporary or indefinite basis. A non-disability annuitant will continue to receive their full retirement annuity and salary during re-employment. Employment of annuitants is beneficial to management in that it provides a readily available source of highly qualified candidates to meet critical mission needs (e.g., for a position that is hard to fill, a position that is critical to accomplish the organization's mission, the annuitant has unique or specialized skills or unusual qualifications, or to mentor less experienced employees and/or provide continuity during critical organizational transitions). Some restrictions apply to rehiring civilian employees who received Department of Defense (DoD) separation incentives.

- **Interchange Agreements.** Agreements exist between agencies to allow employees to move from the excepted service to the competitive service. Interchange agreements exist with:
  - Department of Defense Non-Appropriated Fund *(effective 9/20/91; extended indefinitely)*
  - Defense Civilian Intelligence Personnel System *(expired 9/30/09; may be renewed)*
  - Department of Homeland Security, Transportation and Security Administration *(effective 2/1/05; expires 1/31/13)*
  - Veterans Health Administration of the Department of Veterans Affairs *(effective 10/16/57; extended indefinitely)*
  - Federal Aviation Administration *(effective 11/6/97; expires 12/31/09)*
  - Tennessee Valley Authority *(effective 10/16/57; extended indefinitely)*
  - Nuclear Regulatory Commission *(effective 5/12/87; extended indefinitely)*
  - International Boundary and Water Commission *(effective 7/11/03; expires 12/31/09)*
  - Corporation for National and Community Service *(effective 7/29/05; expires 7/28/12)*
- **Civilian Expeditionary Workforce.** Department of Defense employees may volunteer for six-month to one-year TDY assignments to serve on Joint Task Force Headquarters staffs in support of operations in Iraq, Afghanistan, and other locations worldwide.
- **Former Overseas Employees (Hired under Executive Order 12721).** Appointments may be made to eligible employees returning to the Continental United States (CONUS). In order to be eligible, the employee must have worked overseas for a total of 52 weeks as an

appropriated fund Federal employee while being a family member of a civilian, non-appropriated fund, or uniformed service member serving overseas and received a fully successful (pass) performance rating. Eligibility is limited to three years following the date of return from overseas to the United States to reassume residence.

- **Spouse of Relocating DoD Civilian.** A spouse of a DoD civilian who is relocating may apply to vacancy announcements, regardless of the area of consideration. Eligibility for this category is 30 days prior through six months following their sponsor's relocation to the new commuting area. To be eligible, the spouse must meet another hiring category specified in the announcement (e.g., VRA, reinstatement eligible, etc.).
- **Noncompetitive Appointment of Certain Military Spouses.** Effective 11 September 2009, a military spouse may be noncompetitively appointed to a temporary, term, or permanent position providing they meet certain eligibility criteria. Eligibility is limited to a maximum of 2 years from the date of documented eligibility and to the geographical area indicated on the service member's PCS orders. However, the geographic restriction does not apply to unmarried widows/widowers. Additionally, the spouse must have been married to the service member at the time the service member received their orders to relocate, became 100 percent disabled, or was killed. Eligibility for this noncompetitive hiring authority falls into three major categories as follows:
  - a spouse of an U.S. Armed Forces service member serving on active duty (not for training) for more than 180 days, provided the spouse relocates to the member's new permanent duty station;
  - a spouse of a military service member who is retired from active duty with a documented service-connected disability rating of 100%;
  - a spouse of a military service member who retired or was released or discharged from active duty and has a disability rating of 100% as documented by the department of Veterans Affairs; or
  - a spouse of a military service member killed while on active duty. In this case, the spouse must be the un-remarried widow/widower of the deceased service member to meet eligibility.

Supporting documentation required may include:

- a copy of the marriage or death certificate;
- a copy of the PCS Orders;
- a copy of the member's DD-214; and/or
- Veterans Administration (VA) documentation.

- **Military Spouse Preference.** Military spouses must be selected ahead of other applicants for vacancies at GS-1 through GS/GM-15 and equivalent wage system/NSPS positions when the following conditions are met:
  - Written application for employment preference was made and evidence of eligibility is provided (i.e., resume, most recent Federal service performance rating, and a copy of the military member's PCS orders).
  - Written application for employment preference may be submitted 30 days prior to the military member's arrival at the new duty station.
  - The vacancy is within the commuting area of the military member's new duty station.
  - The spouse is certified on a selection certificate among the best qualified candidates

A spouse of an active duty military member may be eligible under this criteria, if no other hiring category applies to them. To be eligible, they must meet all the following criteria:

- Must have been married to the military member prior to reporting to the new duty station;
- Must have accompanied the military member on a permanent change of station (PCS) move;
- The position for which applying must be within the commuting area of the military member's new duty station.

Supporting documentation required may include a statement requesting military spouse preference and a copy of the military member's PCS orders.

- **Special Appointing Authorities for Veterans.**

- **Veterans' Recruitment Appointment (VRA).** The VRA is a special authority by which agencies can, if they wish, appoint an eligible veteran without competition. The candidate does not have to be on a list of eligibles, but must meet the basic qualification requirements for the position. The VRA is an excepted appointment to a competitive service position up to the GS-11 level (*or equivalent*). After 2 years of satisfactory service, the veteran is converted to a career-conditional appointment in the competitive service.



- **Veterans' Employment Opportunity Act (VEOA)**. When an agency accepts applications from outside the Department of Defense, the Veterans' Employment Opportunity Act of 1998 (VEOA) allows eligible veterans to compete for these vacancies under merit promotion procedures. Veterans who are selected may be appointed at any level and are given career or career conditional appointments in the competitive service.
- **30% or More Disabled Veterans**. Veterans who have a current notice of a service connected compensable disability of 30% or more from the Veteran's Administration may be appointed at any level and without competition. The disabled veteran is appointed to a temporary position lasting longer than 60 days or to a term position. The employee may then be converted without competition to a career or career conditional appointment at any time during their temporary or term appointment.
- **Disabled Veterans Enrolled in a Veterans Administration (VA) Training Program**. Disabled veterans eligible for training under the VA vocational rehabilitation program may enroll for training or work experience at the Marine Corps under the terms of an agreement between the agency and the VA. While enrolled in the VA program, the veteran is not a Federal employee for most purposes but is a beneficiary of the VA. Training is tailored to the individual's needs and goals, so there is no set length. If the training is intended to prepare the individual for eventual appointment in the Marine Corps rather than just providing work experience, the Marine Corps must ensure that the training will enable the veteran to meet the qualification requirements for the position. Upon successful completion, the Marine Corps and VA give the veteran a Certificate of Training showing the occupational series and grade level of the position for which trained. The Certificate of Training allows any agency to appoint the veteran noncompetitively under a status quo appointment, which may be converted to career or career conditional at any time.
- **Wounded Warriors**. Managers may bring in wounded warriors at no cost (generally for a period of 90 days) and with no obligation to hire while the injured service member is awaiting medical separation from active duty. Since they will still be in an active duty capacity, their salary dollars are already paid. In addition, managers are not responsible for any transportation or reasonable accommodation costs for these individuals during this time period. Many service members have qualifying skills or have the potential to perform in the position. Bringing in a wounded warrior enables the service member to obtain non-paid

work experience which they can include on their resume and provides managers with potential candidates they can appoint without competition to permanent or temporary positions. Managers may also immediately hire to their positions with wounded warriors that are qualified for their position. Wounded warriors may be appointed under the provisions of 30% or more Disabled Veterans, VEOA, or VRA.

- **Postal Service/Peace Corps and Other Unique Authorities.**

Individuals may be eligible for appointment under the following authorities:

- **Postal Career Service/Postal Rate Commission.** Individuals may be eligible for consideration when serving under an appointment without time limitation, have successfully completed a probationary period, and have had no break in service.
- **VISTA/ACTION Volunteer.** To be eligible, the individual must be appointed within one year of completing twelve months of community volunteer service under the Peace Corps Act, or as a VISTA volunteer under the Economic Opportunity Act of 1964 or the Domestic Volunteer Service Act of 1973.
- **Peace Corps.** An individual may be eligible for appointment within three years after serving with the Peace Corps no less than 36 months without a break in service of more than three days.
- **Foreign Service Officers and Employees.** To be eligible, an individual must be a present or former career officer or employee of the Foreign Service, appointed under authority of the Foreign Service Act of 1946, as amended.
- **Commissioned Corps of the Public Health Service.** An individual is eligible for appointment within three years after returning from overseas if at least 52 weeks of service in an appropriated fund position was completed.
- **National Oceanic and Atmospheric Administration.** To be eligible, the individual must be appointed within three years after returning from overseas, and at least 52 weeks of service in an appropriated fund position was completed.
- **Panama Canal Commission.** An individual is eligible for appointment after completing one year of continuous service on a non-temporary appointment in the Panama Canal Commission located in the United States.



- **General Accounting Office.** An individual is eligible for appointment after completing one year of continuous service on a non-temporary appointment that began after 1 October 1980.
- **Administrative Office of the US Courts.** A current or former employee is eligible with completion of at least one year of continuous service under a non-temporary appointment. An employee appointed to high level positions under 28 USC 603 or to a confidential or policy-making position is not eligible under this authority.
- **Term Appointment.** An individual may be hired to perform work that is expected to last for more than one year, but no longer than four years (under GS and FWS). Appointments beyond four years must be approved by OPM. Under NSPS, the appointment may be up to five years, with a possible extension of up to one additional year. Term appointments are usually for work of a project nature, where there is uncertainty of future funding, or where a function is scheduled for contracting out or abolishment.
- **Temporary Appointment.** An individual may be hired to perform work that is expected to be up to one year, but no longer than two years (under GS and FWS). The initial appointment may be no longer than one year, but may be extended one additional year. Under NSPS, the temporary appointment may be for a period up to one year and may be extended for two additional years (in one-year increments), for a total of three years. Temporary appointments are usually for meeting a temporary workload peak, completing a project, or meeting a staffing need that is going to be terminated by contracting out or abolishment.

## SPECIAL RECRUITMENT PROGRAMS

- **Student Education Employment Program (SEEP).** OPM has consolidated a number of student employment programs into one program that serves as a tool to assist in building a diverse work force. The program has two components, the Student Career Experience Program and the Student Temporary Employment Program. Students gain exposure to public service while enhancing their educational goals and shaping their career choices. Well-educated graduates may be brought into the workforce and at the same time provide managers the ability to evaluate the student's performance in real world situations.

- **Student Career Experience Program (SCEP).**

College students meeting specific eligibility requirements are hired to work in their academic fields.

Students

under this authority may be noncompetitively converted to a career, career conditional or term appointment following completion of their academic and work experience requirements.

- **Student Temporary Employment Program (STEP).**

Provides flexibility to appoint students on a temporary basis (not to exceed 1 year) to jobs that may or may not be related to the student's academic field. Appointments under this authority may be extended in 1-year increments as long as the individual meets the definition of a student. This authority does not provide a means of subsequently converting the student to a permanent appointment at a future date.



- **People With Disabilities Employment Program.** People with disabilities may be hired through the traditional competitive hiring process or, if they qualify, non-competitively through the use of excepted service appointing authorities. Excepted service appointing authorities for hiring people with disabilities were developed to provide an opportunity to people with disabilities to show that they can do the job and to circumvent the attitudinal barriers that managers and supervisors have concerning people with disabilities. It is emphasized that candidates must be fully qualified in accordance with OPM Operating Manual for Qualification Standards and be able to perform the essential functions of the position with or without reasonable accommodation. There are two ways to hire people with disabilities non-competitively:



- People with disabilities may be certified as eligible by the State vocational rehabilitation agency or Department of Veterans Affairs. Employees may be converted to competitive status after two successful years of job performance.
- People who are severely disabled may also be hired non-competitively after completion of a 700-hour appointment. This trial appointment allows people with disabilities to demonstrate their ability to do the job. If successful, employees may convert to a continuing Schedule A appointment without certification.
- **Navy Career Intern Program (NCIP) Authority.** The NCIP is designed to help managers recruit and attract exceptional individuals into a variety of occupations. It is intended for the GS-5 through GS-9 (or equivalent) levels. In general, individuals appointed under this targeted recruitment authority are appointed in the excepted service to a two-year internship. Upon successful completion, interns may be eligible for permanent placement.
- **Presidential Management Fellows (PMF) Program.** The PMF Program was established by Executive Order in 1977. It is designed to attract to the Federal service outstanding graduate students (master's and doctoral-level) from a wide variety of academic disciplines who have an interest in, and commitment to, a career in the analysis and management of public policies and programs. It is a two-year

internship program where candidates are hired at the GS-9 (or equivalent) level. Upon completion of the internship, the individual may be eligible for noncompetitive conversion to a permanent position. Individuals eligible to be nominated for the PMF Program are graduate students from a variety of academic disciplines completing a master's or doctoral-level degree from an accredited college or university during the current academic year. Students are nominated for the PMF Program by the appropriate dean, director, or chairperson of their graduate academic program. Students participate in a competitive nomination process devised by their educational institution.

- **Intergovernmental Personnel Act (IPA) Mobility Program.** Temporary assignment of employees from other Federal agencies, State government, local government, institutions of higher education, Indian tribal governments, and other eligible organizations. Assignments may be up to two years, and may be intermittent, part-time, or full-time. The goal of the program is to facilitate the movement of employees, for short periods of time, when this movement serves as a sound public purpose. Mobility assignments may be used to:
  - Strengthen management capabilities;
  - Assist the transfer and use of new technologies and approaches to solving governmental problems;
  - Facilitating an effective means of involving state and local officials in developing and implementing Federal policies and programs; and
  - Providing program and developmental experience that will enhance the individual's performance in his/her regular job.
- **Worker Trainee Program.** Allows individuals (GS-1, WG-1, or WG-2) an opportunity to learn skills and good work habits. Initially, appointment is temporary. Individuals may advance to the GS-4 or WG-5 (or equivalent) level and become permanent after three years.

## MANDATORY PLACEMENT PROGRAMS

*I know what I want to do and I have approval to hire, but now I've been told the 'stopper' is blocked.*

These programs minimize the adverse effects on employees, who, through no fault of their own, are affected by management-initiated actions. Mandatory placement program requirements must to be followed when the vacancy to be filled is subject to them. Your WFP Advisor can provide more information, advice, and guidance regarding these programs.



- **Priority Placement Program (PPP or Stopper List)**. This is a DoD placement program for employees adversely impacted by actions such as reduction in force (RIF), base closures, contracting out, and transfer of function. When a vacancy occurs, well-qualified personnel, who have pre-registered in the program, may be referred to fill the vacancy. PPP registrants must be considered before certain outside job applicants. The PPP is also used to place overseas returnees, employees on retained grade, and spouses of active duty military members.
- **Reemployment Priority List (RPL)**. This is a statutory program that requires agencies to give reemployment consideration to former competitive service employees of the agency separated by RIF or who have fully recovered from a compensable injury after more than one year. RPL registrants must be considered before certain outside job applicants.
- **Interagency Career Transition Assistance Plan (ICTAP)**. This is a government-wide placement program requiring activities to give placement consideration to well-qualified displaced employees (e.g., impacted by RIF) from other Federal agencies outside DoD. Individuals must apply to the STAIRS inventory or apply for specific individual vacancy announcements in order to receive consideration.

## STATUTORY PLACEMENT RIGHTS

- **Candidates Who Have Statutory Right to Placement Through a Third Party Decision.**

This category consists of situations where a third party decision (*such as, an EEO decision, Merit Systems Protection Board (MSPB) decision, union arbitration decision*) requires that an employee be placed in a position.



## PRIOR CONSIDERATION PROGRAMS

- **Repromotion List.** The Repromotion List consists of employees in our serviced activities who are under grade retention or pay retention. The employee must be fully qualified and meet any selective placement factors for the position. In addition, to be eligible, the employee must be referred against a position that is in the same pay plan or schedule (e.g., GS, FWS, NSPS) as the position from which demoted. The candidate will then be referred to management on a selection certificate as a repromotion eligible. There is no entitlement to selection. The selecting official must document and sign the repromotion list and return the list prior to receiving any other selection certificate(s).
- **Missed Consideration List.** When a candidate's application was not properly processed due to an administrative error and the candidate would have been among the best qualified group referred to management on a selection certificate, the individual will receive missed consideration. The candidate will receive consideration for the next appropriate vacancy for each incidence of missed consideration. The next appropriate vacancy is one that is similar to the position for which they missed consideration, one in which the applicant indicated prior interest, one at the same grade level and promotion potential, and one where the applicant is in best qualified group. The candidate will then be referred to management on a selection certificate as a missed consideration eligible. There is no entitlement to selection. The selecting official must document and sign the missed consideration list and return the list prior to receiving any other selection certificate(s). Consideration will continue for one year or until the candidate receives missed consideration referral once, whichever occurs first. The missed consideration period may be extended a second year if a valid vacancy has not occurred.

## OTHER METHODS OF RECRUITMENT

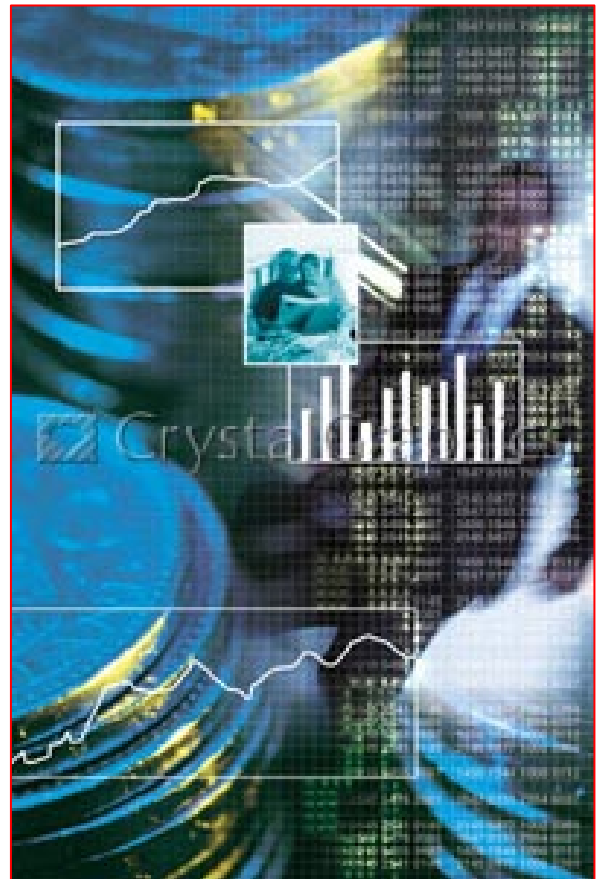
- **Defense Outplacement Referral System (DORS)**. DORS is a recruitment tool available within the PPP program. DORS provides voluntary registration and referral of DoD appropriated fund employees and their spouses to DoD activities (and other agencies). Individuals register for their current permanent grade and up to 3 grades lower than their current permanent grade.
- **Job Swaps**. A job swap is the reassignment or transfer of two employees who swap similar type jobs when no vacancy exists. The two individuals switch jobs and agencies. All parties – the employees, the gaining and losing supervisors, and the WFP Advisor – must agree to the job swap.

## ADDITIONAL HUMAN RESOURCES TOOLS

### PAY FLEXIBILITIES

Pay flexibilities allow employers to add incentives to the regular pay package in certain situations where they are having trouble hiring (recruitment) or keeping qualified workers (retention). Each of these options has specific requirements and procedures that need to be followed. Your WFP Advisor will help you determine which are appropriate for your situation and what are the requirements.

- **Recruitment Incentive.** This allows a manager to request a one-time payment of up to 25% of the annual rate of pay (*including locality or local market supplement*) to a newly appointed or reappointed employee. This may be used for positions that are hard to fill, where the candidate is highly qualified, and not a current Federal employee. Under the GS and FWS, a recruitment incentive may be used by itself or with a superior qualifications appointments. However, a recruitment incentive must be considered first. Under NSPS, superior qualifications appointments do not apply. In this case, the recruitment incentive is submitted along with the recommended salary on the NSPS pay setting sheet. To receive a recruitment incentive, an employee must remain employed with the Department of Navy for at least 12 months (*or longer*).



- **Relocation Incentive.** A one-time payment of up to 25% of the annual rate of pay (*including locality or local market supplement*) to a current Federal employee accepting a position in a different commuting area. This may be used for positions that are hard to fill, where the candidate is highly qualified, and a current Federal employee. Under NSPS, the relocation incentive is submitted along with the recommended salary on the NSPS pay setting sheet. To receive a relocation incentive, an employee must remain employed



with the Department of Navy for at least 12 months (*or longer*). In addition, the employee may only receive this incentive once they have established residence in the new location.

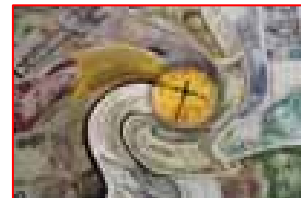
- **Retention Incentive.** Payment of up to 25% of the employee's pay (*including locality or local market supplement*) to a current employee to stay in Federal employment. This may be used for an employee of usually high or unique qualifications or if there is a special need of the staff agency to make it essential to retain the employee. Under NSPS, the relocation incentive is submitted along with the recommended salary on the NSPS pay setting sheet. To receive a relocation incentive, an employee must remain employed with the Department of Navy for at least 12 months (*or longer*). In addition, the employee may only receive this incentive once they have established residence in the new location. No service agreement is required for a retention incentive. The retention incentive is only applicable for the period actually worked (*including paid leave*).
- **Student Loan Repayment.** Used to repay Federally insured student loans. May be used as a recruitment or retention incentive for candidates or current employees. Authorized payments must be based upon the authorized management official's written determination that student loan repayments for the employee would enhance the command's ability to carry out its mission. There is a maximum of \$10,000 for an employee in a calendar year and a lifetime total of not more than \$60,000 for any one employee. To receive a student loan repayment, the employee must sign a service agreement of at least three years. The service agreement will state the amount of the loan repayment authorized for each year of the recipient's service requirement.
- **Credit for Non-Federal and Uniformed Service for Determining Annual Leave Rate.** Applies to newly appointed or reappointed civilian employees. This allows employees to earn service credit for prior work experience that otherwise would not be creditable for the purpose of determining the employee's annual leave accrual rate. This may be given when the skills and experience of the selectee are essential to the new position and were acquired through performing duties in a non-Federal position or active duty with the uniformed services.
- **Accelerated Compensation for Development Positions (ACDP).** ACDPs may only be used with NSPS and apply to employees in the lowest pay band of a nonsupervisory pay schedule who are in developmental or trainee level positions and employees in positions that are assigned to a Student Career Experience Program position. The pay schedules and pay bands covered include YA-1, YB-1, YD-1, YE-1, YK-1, YL-1, YM-1, YH-1, and YI-1. Organizations choosing to use this provision must establish and document standards by

the which the employees will be identified and criteria by which additional pay increases or bonuses will be determined. The decision to grant

ACDP is at the sole and exclusive discretion of management. The conditions for payment of the ACDP must be consistent with merit system principles. The ACDP may be awarded at any time. If the ACDP is awarded in conjunction with the annual performance payout, it is provided in addition to the employee's payout. An ACDP award is not taken from pay pool funds.

- **Superior Qualifications Appointments.** This applies to GS and FWS positions only. Under this provision, a superior qualifications appointment is setting pay higher than the Step 1 of the grade of an employee newly appointed or reappointed to the Federal government. This is based on his/her superior qualifications or because the employee meets a special need of the agency. The possibility of using a recruitment incentive must be considered before using this appointment.
- **Highest Previous Rate.** This provision applies to GS and FWS positions. It allows the employee's pay to be set above step 1 of the grade based upon the employee previously holding a higher grade under an appointment or continuous appointments exceeding 90 days.
- **Physicians Comparability Allowance (PCA).** This is available only for GS physicians and dentists and may be used for recruitment and retention problems. Up to \$14,000 per year may be authorized if the employee has served as a Government physician for 24 months or less, and up to \$30,000 per year may be authorized if the employee has served as a Government physician for more than 24 months.
- **Other Recruitment Incentives for Medical Personnel.** For medical personnel who provide direct patient care at DoD medical treatment facilities, these additional Title 38 authorities may be used:
  - **Special Salary Rate Authority.** Provides pay in an amount competitive with the amounts received by personnel at non-Federal facilities in the same labor market.
  - **Head Nurse Pay.** Provides higher salary for registered nurses and nurse anesthetists in head nurse positions. Allows for pay to be set two steps higher than would otherwise be applicable.
  - **On-Call Pay.** When eligible employees are officially scheduled outside their regular hours of duty or on a holiday, the employee is paid 10% of his/her hourly rate of overtime pay for each hour. If required to return to work, the on-call pay is suspended and the employee is paid basic pay or overtime pay, as appropriate.

- **Night Differential.** Eligible employees scheduled to work between 6 p.m. and 6 a.m. receive additional pay for each hour worked (10%). This rate is applied to the entire tour if four hours are worked between 6 p.m. and 6 a.m.
- **Weekend Differential.** Eligible employees scheduled to work between 12 p.m. Friday and 12 p.m. Sunday receive 25% of their hourly rate of basic pay applied to the entire tour, including overtime.
- **Holiday Pay.** Eligible employees scheduled to work on a holiday receive double their hourly rate of basic pay for all hours worked, including overtime.
- **Overtime Work.** Eligible employees working approved overtime get 1.5 times their hourly rate of basic pay.
- **Pre-Employment and First Duty Station Travel Expenses.** Following specific guidance in the Joint Travel Regulations, a manager may request authorization for a candidate's travel expenses to a pre-employment interview, or payment of travel and transportation expenses for a new employee's move to his/her first Federal position. For first duty station travel, the selected individual must sign a service agreement for a minimum of twelve months, unless the employee is separated for reasons beyond the employee's control that are acceptable to the organization. Authorized expenses may be paid even though the individual concerned has not been appointed at the time travel to the first duty station is performed. Authorized expenses include: travel and transportation for the selectee and dependent(s), permanent change of station mileage if a personally owned vehicle is used, household goods transportation and storage in transfer, and shipment of personally owned vehicle when authorized.
- **Permanent Change of Station (PCS).** PCS is the payment of the candidate and their dependents' travel, transportation, and relocation costs. Under the Priority Placement Program (PPP), this is mandatory and is a shared responsibility between the losing and gaining activities. When PPP is not involved, this may be paid when recruiting for the position and when the selectee is relocating between Federal positions.
- **Incentive Awards.** Monetary (e.g., Quality Step Increase under the GS and FWS or a Special Act Award) and non-monetary (e.g., Time Off Awards) awards given to Federal employees, based on job performance.

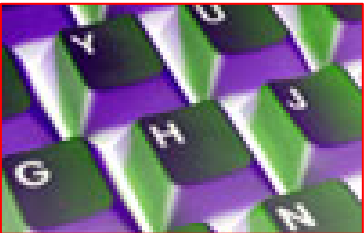


- **Supervisory Differential.** An ongoing payment to a General Schedule (GS) supervisor who would otherwise make less than FWS (Federal Wage System) employees he/she supervises.
- **Academic Degree Training.** Payment for an employee's training leading to an academic degree, in order to keep or place an employee in an occupation for which qualified workers are in short supply.

## WHAT AUTOMATED TOOLS ARE USED?

Headquarters, U. S. Marine Corps, like many other Federal agencies, has implemented various DoD automated tools to support Workforce Planning initiatives. Here are the latest tools being used in our Human Resources (HR) community.

- **Defense Civilian Personnel Data System (DCPDS).** DCPDS is an electronic means for creating and processing Requests for Personnel Action (RPAs). Managers electronically request personnel actions and transmit the information to the WFP Advisor or, in the case of streamlined processes, directly to the HRSC. Documents traditionally provided in hard copy (e.g., OF8, position description, crediting plan, etc.) are attached to the RPA, thus facilitating recruitment efforts. The WFP Advisor works with the management official and their Human Resources (HR) Liaison to ensure the recruitment strategy meets the manager’s need and provides guidance and assistance on submission of the recruitment package directly to the HRSC by the organization. The WFP Advisor is also available to provide individual and group training on the use of DCPDS. DCPDS was developed as an interim information technology support system for DoD Human Resources Management. DCPDS is intended to provide processing, reporting, and information access capabilities for managers, HROs, and the HRSCs.



- **Customer Service Unit (CSU).** CSU is an electronic means for managers and WFP Advisors to retrieve a variety of Human Resources information on employees. The type of information retrievable from CSU includes information typically found on the employee’s SF50 (Notification of Personnel Action), position data, performance and award information, leave data.

- **Electronic Resume Reader (STAIRS/Resumix).** The Standard Automated Inventory and Referral System (STAIRS) is an automated DoD system that uses a patented computer programming system to read resumes and extract applicant skills. Department of Navy and Marine Corps has implemented this process worldwide. Applicants simply prepare and submit a single resume for all open continuous announcements. Open continuous announcements are generic announcements for all grade ranges within



an occupational series. For example, EAST0560 is for Budget Analysis positions. When applying for a specific individual announcement, the applicant submits a separate resume specifically to that announcement. Jointly with the WFP Advisor, the manager identifies skills that match the position being filled. Applicants will then be screened against these skills. The HRSC uses this automated process as a tool to evaluate, rate, and refer candidates for consideration. Certificates are sent electronically to the selecting official and the WFP Advisor at the same time. The selecting official documents the selection on the electronic certificate and returns the selection electronically to the WFP Advisor and the HRSC. Consult your servicing WFP Advisor for more information.

- **Civilian Human Resources Automated Recruitment Tool (CHART)**. CHART is used by applicants to create, maintain and submit their resumes to STAIRS/Resumix. In addition, managers and WFP Advisors use CHART to access and make selections from selection certificates.
- **USA Staffing**. The HRSC uses this system for evaluating and certifying candidates from delegated examining or competitive examining announcements.
- **Electronic Entrance on Duty (EOD) Processing**. For selectees receiving tentative and formal job offers, pre-employment and EOD documents are provided electronically to selectees. During the tentative offer phase, the WFP staff member provides the selectee with a copy of the classified position description along with necessary pre-employment documents needed to confirm eligibility and qualifications. Once the job offer is final, the selectee receives an email from the WFP staff member confirming the pay, EOD date, and a link to the specific forms they need to download, complete, and bring with them on the day they report for EOD processing.
- **My Biz**. My Biz allows an employee to view information about their position, salary, benefits and awards; view and print their own SF-50s (Notifications of Personnel Action); update portions of their own personnel information; and establish an emergency contact. NSPS employees are also able to access the Performance Appraisal Application (PAA) through My Biz. Additionally, My Biz and PAA are accessible through DCPDS.

## HOW DO I PROMOTE INTO A VACANCY?

There are several options for promoting an employee. Promotions may be temporary, term, or permanent. Some options require competition among other individuals, and some options do not.

### Promotions that may not require competition include:

- Promotions that result from new classification standards or correction of a classification error.
- Promotions because of additional duties and responsibilities, typically called an accretion of duties promotion. This type of promotion requires a classification action first and must meet all of the following:
  - o The major duties of the employee's old position are absorbed in the new position and the old position is cancelled.
  - o The new position has no known promotion potential.
  - o The additional duties do not adversely affect another employee.
  - o The individual promoted meets all legal and regulatory requirements for promotion (e.g., has the specialized experience required and, for GS positions, meets time-in-grade).
- Promotions from developmental grades/bands through full performance level when the individual competed for an assignment intended to be developmental in nature (e.g., career ladder promotions, GS-5 to GS-7 to GS-9 to the full performance level, or career ladder promotion from YB-1 to YB-2).
- Temporary promotions to a higher grade, or to a position with more promotion potential for 120 days or less (for GS or FWS positions) or 180 days (for NSPS positions).
- Placement into any position where the grade/band or promotion potential is no higher than that the employee has previously held permanently.



There are other types of promotions that may not require competition. However, if the action you want to take is not included in the above list, chances are that it will require competition among applicants. You should consult with your WFP Advisor regarding any specific situations.

## WHAT ARE MERIT SYSTEM PRINCIPLES?



Headquarters, U.S. Marine Corps shall promote, reassign, or demote its civilian employees in accordance with Merit System Principles. Employment decisions will be made without regard to political, religious, or labor organization affiliation, or non-affiliation, marital status, race, color, sex, sexual orientation, national origin, non-disqualifying physical handicap, or age, and are based solely on work-related criteria.

- Recruit qualified individuals from appropriate sources representing all segments of society; select and advance individuals solely on the basis of relative ability, knowledge and skills, after fair and open competition that assures equal opportunity.
- Treat all employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin, sex, sexual orientation, marital status, age or handicapping condition.
- Provide equal pay for work of equal value, with appropriate consideration for national and local rates; provide appropriate incentives and recognition for excellence in performance.
- Maintain high standards of integrity, conduct, and concern for the public interest.
- Use the Federal work force efficiently and effectively.
- Retain employees on the basis of the adequacy of their performance; correct inadequate performance; and separate those who cannot or will not improve their performance to meet required standards.
- Provide effective education and training to employees when it will result in better organizational and individual performance.
- Protect employees from arbitrary action, personal favoritism, or coercion for partisan political purposes; and prohibit employees from using their official authority or influence for the purpose of interfering with or affecting the result of an election or nomination for election.
- Protect employees against reprisal for the lawful disclosure of information which the employee believes evidences a violation of any law, rule, or regulation; or mismanagement, a gross waste of funds, an abuse of authority, or a substantial and specific danger to the public health and safety.



## WHAT ARE PROHIBITED PERSONNEL PRACTICES?

There are 12 prohibited personnel practices you should be aware of concerning a personnel action (such as an appointment, promotion, reassignment, or suspension). Generally stated, a Federal employee authorized to take, direct others to take, recommend or approve any personnel action may not:



- Discriminate against an employee or applicant based on race, color, religion, sex, sexual orientation, national origin, age, handicapping condition, marital status, or political affiliation.
- Solicit or consider employment recommendations based on factors other than personal knowledge or records of job-related abilities or characteristics.
- Coerce the political activity of any person.
- Deceive or willfully obstruct anyone from competing for employment.
- Influence anyone to withdraw from competition for any position so as to improve or injure the employment prospects of any other person.
- Give an unauthorized preference or advantage to anyone so as to improve or injure the employment prospects of any particular employee or applicant.
- Engage in nepotism (i.e., hire, promote, or advocate the hiring or promotion of relatives).
- Engage in reprisal for whistle blowing i.e., take, fail to take, or threaten to take or fail to take a personnel action against an employee or applicant for disclosing to the Special Counsel, or to an Inspector General or comparable agency official (or others, except when disclosure is barred by law, or by Executive Order to avoid harm to the national defense or foreign affairs), information which the employee or applicant reasonably believes evidences a violation of any law, rule or regulation; gross mismanagement; a gross waste of funds; an abuse of authority; or a substantial and specific danger to public health or safety).
- Take, fail to take, or threaten to take or fail to take a personnel action against an employee or applicant for exercising an appeal, complaint, or grievance right; testifying for or assisting another in exercising such a right; cooperating with or disclosing information to the Special Counsel or to an Inspector General; or refusing to obey an order that would require the individual to violate a law.
- Discriminate based on personal conduct, which is not adverse to the on-the-job performance of an employee, applicant, or others.
- Take or fail to take, recommend, or approve a personnel action if taking or failing to take such an action would violate a veteran's preference requirement.
- Take or fail to take a personnel action, if taking or failing to take action would violate any law, rule or regulation implementing or directly concerning merit system principles at 5 U.S.C. § 2301.

## IS THERE A CHECKLIST OR SOMETHING TO HELP ME?

The following checklist summarizes the information provided in this guide and is included for your reference.

- ✓ Does a vacancy exist or it is an approved new position (e.g., part of your established staffing plan)?
- ✓ Has the position been approved at all the appropriate levels, including (as appropriate) a compensation or position management review board?
- ✓ Have you obtained strategic advice from your WFP advisor on suitable classification and recruitment strategies?
- ✓ Is the position description accurate and in the correct format?
- ✓ Is your need for this position temporary or permanent?
- ✓ Does this position need to be full time or part time?
- ✓ In reviewing your organization's mission and strategic plan, what are the skills and competencies needed for this position?
- ✓ Should this position be filled at the full performance level or is it better to fill at the entry level?
- ✓ In keeping with your command's diversity goals and the skills and competencies needed for this position, what applicant source would best meet your needs (e.g., colleges/universities, wounded warriors, veterans, internal Marine Corps or Department of Navy employees, Department of Defense or Federal employees, other individuals outside the Federal sector)?
- ✓ Is this position covered by a bargaining unit?
- ✓ Is this position covered by a local merit promotion instruction or NSPS implementing guidance?
- ✓ Is this position subject to a mandatory placement program and, where applicable, have you received a PPP statement from your WFP advisor?
- ✓ What pay setting options or flexibilities should be considered for this position?
- ✓ Have you initiated the Request for Personnel Action (RPA) and attached all the appropriate documents to the RPA?
- ✓ Do your intended actions meet Merit System Principles and avoid Prohibited Personnel Actions?
- ✓ Have you coordinated the RPA and supporting attachments directly to the HRSC for classification (when appropriate) and recruitment?
- ✓ Will an interview panel be used and have you notified the panel members to plan for the upcoming panel time frame?
- ✓ Have you developed interview questions and has your WFP advisor reviewed them?
- ✓ Once you receive your selection certificate, your WFP Advisor should confer with you to ensure the certificate meets your needs and assist you in expediting your selection.

## WHAT ARE SOME GOOD WEBSITES?

