

**STATE OF OHIO
ADJUTANT GENERAL'S DEPARTMENT
2825 West Dublin Granville Road
Columbus, Ohio 43235-2789**

NGOH-HRO-Z

15 August 2012

MEMORANDUM FOR Selecting Officials

SUBJECT: General Hiring Instructions and Checklist

1. The following memorandum describes the general hiring instructions for selecting officials and serves as a checklist to ensure compliance with the Ohio National Guard's hiring principles.
2. Prior to being placed on the certificate, each applicant's qualifications, as presented in the application, were found to meet the minimal general and specialized experience required for the position in the announcement. You must recommend selection or non-selection from the applicants referred on the certificate.
3. When more than one applicant is referred, selection recommendations are developed using a team interview process. If personal interviews are not possible, telephone interviews should be conducted. Reasonable effort must be made to interview all applicants on the certificate, including those deployed. Interviews are not required if only one applicant is referred. Written performance or job knowledge tests may not be administered.
4. Interview Team Composition.
 - a. Technician, AGR, or Concurrent: All positions interviewed for selection must utilize a hiring panel that has both gender and ethnic/racial diversity on the panel. At least one member of the panel must be a minority and at least one member must be a female.
 - b. Technician: At least one member of the interview board must have completed HRO Hiring Training, or, beginning FY12, the Technician Personnel Management Course.
 - c. Technician, Bargaining Unit: Partnership agreements require a labor representative on the interview team if the technician vacancy is a bargaining unit position. Concurrent job announcements which return only AGR applicants will not have a labor representative on the interview team. The labor representative represents AFGE Local 3970, and must be appointed by the labor organization. If you need to obtain a union representative for your hiring board, call AFGE Local 3970 President Jeff Tanner, (614) 506-8925, or Labor Relations Specialist Kathy Gulla, (614) 336-7475.
 - d. Army AGR: All members of the interview team must have a military rank greater than or equal to, with greater time-in-grade (TIG), than the applicants.

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5. Selecting Official (SO) Preparation for Interviews.

a. Develop a standardized interview for all applicants. The HRO recommends behavioral based interviewing. Behavioral based interviews seek to draw out personal experience, believing that past performance is the best indicator of future performance. Typically, in a response to a behavioral-based interview question, the candidate will describe a situation, a task he or she had to complete, and the result that followed. More information can be found on the Department of Veteran's Affairs website at <http://www.va.gov/PBI/index.asp>.

b. Questions about race, gender, age, national origin, religion or disability are prohibited, unless directly related to a requirement of the position.

c. Behavioral-based interviews often depend on open-ended questions addressing job-related technical and behavioral competencies required for the position. These questions allow the candidate to talk about him or herself, providing more data for the team to evaluate who has the greatest potential for success in the position. Open-ended questions may require the interview team to ask clarifying questions if the initial response lacks specifics or is incomplete.

d. Identify the evaluation methodology for all interview questions. All interview team members will use a standard format provided by the SO to rate applicant responses. The selecting official will provide questions linked to the technical and behavioral competencies required for the position. Each question will have a desired response indicated so that the interview team evaluates consistently. The SO will provide a space for notes so the interview team can capture responses and make notes for evaluation. Examples of qualitative and numeric evaluation methods are shown in Figure 1.

6. Conducting the Interviews.

a. The team should review each applicant's submission for relevant information.

b. Establish the interview as a non-threatening information gathering process for both the team and the applicant.

c. Either before or after the interview, allow the applicant to ask questions about the position.

d. Either before or after the interview, provide a realistic description of the position and duties.

e. Allow the applicant time to formulate his or her response to each question.

f. Ask follow-up questions if the initial response to an open-ended question is unclear or not specific enough.

g. At the close of the interviews, the team members will rank the applicants based on results from the resume reviews, interviews, reference checks and discussion as follows:

Figure 1. Qualitative and Numeric Interview Method Examples.

| Qualitative Interview Method | | | |
|-------------------------------------|--|---|-----------------------------|
| Competency | Question | Desired response | Response Notes |
| Technical-Supply | What are the steps to log in new supply items? | Narrative Description | |
| Behavioral-Customer Service | Tell me about a time when you had to deal with a difficult customer. | Narrative Description | |
| Numeric Interview Method | | | |
| Competency | Question | Desired response | Response Score/Notes |
| Technical-Supply | What are the steps to log in new supply items? | 5-point scale: 1= incorrect 2= partially correct 3= correct 4= excellent (i.e. correct with examples) 5= outstanding (i.e. examples and solutions) | |
| Behavioral-Customer Service | Tell me about a time when you had to deal with a difficult customer | 3-point scale: 1= incorrect 2= correct 3= excellent (i.e. correct with examples or solutions) | |

7. Making the Selection Recommendation.

a. The recommendation is the qualitative judgment of the team about which applicant has the greatest potential to succeed in the position to be filled.

b. A selection recommendation may or may not line up with the interview score.

c. The recommendation should be based on a whole-person concept, incorporating the application, interview, and other credible job-related information available to the team about the applicants.

d. The team may contact current and former employers or personal/professional references identified on the applicant’s resume for employment references.

e. The team should compile the results of the interview process, rank at least the top three applicants, and formulate a consensus recommendation to select or non-select from the certificate. See Fig. 2 for a Roll-up Ranking Sheet Example.

Figure 2. Roll-up Ranking Sheet Example

| A Roll-up Ranking Sheet Example | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|
| JA # | | | | | |
| | Applicant A | Applicant B | Applicant C | Applicant D | Applicant E |
| Selecting Official | 3 | 1 | 5 | 2 | 4 |
| Female Rep | 3 | 2 | 5 | 1 | 4 |
| Minority Rep | 2 | 1 | 5 | 3 | 4 |
| Labor Rep | 3 | 1 | 5 | 2 | 4 |
| Consensus Ranking | 3 | 1 | 5 | 2 | 4 |

f. If the team needs to schedule additional interviews for the entire group or from among a list of top applicants in order to formulate a recommendation, they may do so.

g. Non-select recommendations are subject to scrutiny by the Director for Human Resources.

8. You must return the following information and documents to HRO. These documents must be scanned and uploaded into the Supporting Documents tab of the USA Staffing Selection Manager.

a. A completed certificate in the USA Staffing Selection Manager.

b. Either Enclosure 1 of this memorandum or a memorandum documenting the composition of the board, whether consensus was reached, rankings of the top three applicants by order of merit, the recommendation to select or not select, and the reasons for the recommendation.

c. Interview date(s) and questions, with all notes or tally sheets and scoring criteria.

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9. HRO Approval Process:

a. A random Equal Opportunity (EO) review of the selection may be conducted. In that case, the packet will also be reviewed by the Director for Human Resources. This will cause a delay in processing.

b. All selection recommendations are reviewed by a staffing specialist for approval. The staffing specialist will contact the Selecting Official or the Air HRO Remote to confirm approval of the selection and establish the earliest possible start date.

10. Making the Offer.

a. Once HRO approves the selection you may contact the selectee and offer the job. If he or she accepts, notify the remaining applicants verbally or in writing. If the first selectee declines the offer, HRO must receive written notification of the declination from the selectee. Once HRO receives the declination, the staffing specialist will confirm approval of the next applicant using the order of merit submitted. Contact the next approved applicant in order of merit. Once the job offer is accepted, notify the remaining applicants.

b. Selecting Officials must inform the new hire that he or she must attend the New Employee Orientation (NEO). The NEO is a one day event that takes place at Beightler Armory on the first workday of each pay period.

c. For technicians hired below target grade (developmental), the supervisor must submit an Individual Development Plan (IDP) to HRO for review and approval, within thirty days of hire. Call the Human Resources Development Specialist at (614) 336-7054 or DSN 346-7054, for assistance.

d. If you have any questions or need additional guidance or support, please contact the HRO Customer Service desk at 614-336-7051/DSN 346-7051.

FOR THE ADJUTANT GENERAL:

Encl
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HOMER C. ROGERS, JR.
COL, FA, OHARNG
Director of Human Resources

Selection Justification and Board Composition Response Sheet

| Name/Title | Interview Team Role | Technician Positions: Tech Hiring or TPM Training Received |
|------------|---------------------------------------|--|
| | Selecting Official | |
| | Board President (if other than above) | |
| | Female Representative | |
| | Minority Representative | |
| | Labor Representative (Tech B/U only) | |
| | Other | |
| | Other | |

Did the hiring board reach consensus? YES NO

Selection Made.

No Selection Made. Non-select recommendations are subject to scrutiny by the Director for Human Resources.

The selecting official must provide in writing the basis for ranking the top three applicants, and reasons supporting the recommendation to select or non-select, below or on a separate page as needed:

Selecting Official's signature _____

Date _____ For additional information call _____

****AIR ONLY****

Unit Manning Document Placement, Information must be verified by Wing Force Support Squadron:

FAC: _____ Technician Position#: _____ Military/AGR Position#: _____

DAFSC: _____ Current Grade of Selectee is: _____ Grade Authorized on MPES: _____

Selection of the above individual will not cause a grade inversion problem (FSS Initials) _____

FSS Official's signature _____ Date _____