

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

OHIO JOINT PARTNERSHIP EXECUTIVE COUNCIL (JPEC)

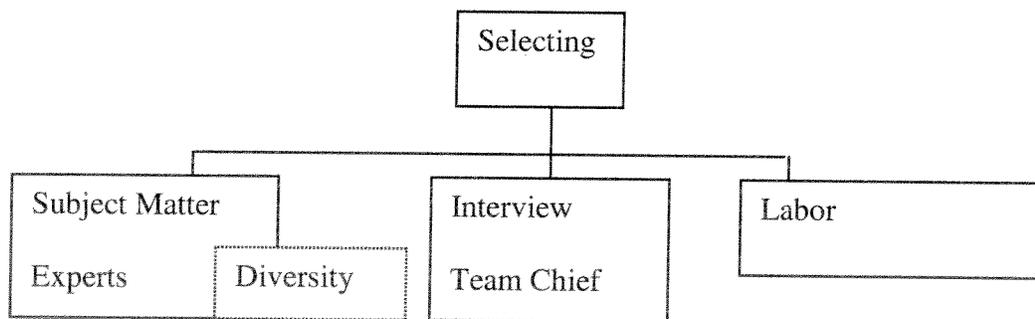
7 March 2011

MEMORANDUM FOR All Bargaining Unit Technicians and Supervisors

SUBJECT: JPEC Policy Letter 11-05 (Labor-Management Procedures Regarding Interview Team Roles and Responsibilities for Bargaining Unit Positions)

1. We agree that Interview Teams will be used for selections of all advertised bargaining unit positions. The interview team will be a mechanism to engage a diverse group of subject matter experts along with management and labor representation to interview applicants for bargaining unit positions. The interview team will function with the intent of achieving consensus in a recommendation to a selecting official derived through a fair, merit-based interview process in which labor is a full participant. The team will evaluate the knowledge, skills, and abilities of qualified applicants to create an order of merit list as a recommendation for hiring or promotion. Responsibilities of the team, the selecting official and management officials in the chain of command, the interview team chief (if someone other than the selecting official) and the labor representative are as follows:

Interview Team Structure



a. **Selecting Official.** The selecting official will either act as the interview team chief or appoint a representative with knowledge of the interview process/procedures to act as the interview team chief. The selecting official, or the designated team chief acting for the selecting official, will coordinate with the local vice-president or their designee to obtain labor representation to participate on the interview team. As a minimum, there will be one voting member appointed by labor. The selecting official is responsible for establishing the criteria to be used by the team to evaluate applicants and ensuring the team understands the criteria. This may be accomplished directly by the selecting official in coordination with the team, or by the selecting official communicating his/her intent to the interview team chief who will develop

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the criteria and coordinate an interview plan with the team. When the team provides a selection recommendation, the selecting official will complete the selection package and forward the information to the Human Resource Division for validation. If the selecting official does not concur with the selection recommendation, he/she must reconvene the interview team along with the local labor officer to explain to the team why the recommendation is not satisfactory and attempt to reach consensus on the selection with the team. The selecting official has final responsibility to make the selection. If consensus cannot be reached, the selecting official must submit a detailed justification for the non-consensus selection to the Director for Human Resources. The Director of Human Resources will coordinate with the President of the Labor organization for review. If the Director for Human Resources and the President of the Labor organization are unable to resolve this issue, the matter will be referred to the appropriate Partnership Executive Council (Army or Air) for resolution.

b. **Interview Team Chief.** The interview team chief will either be the selecting official or an individual appointed by and acting for the selecting official in the appointment and preparation of the interview team. The team chief will ensure that the criteria for evaluation to be used in the interview process are clearly understood by all team members. The interview team chief will ensure he/she is knowledgeable of the interview and evaluation process as outlined in current Human Resource Office policies. The team chief will ensure that the interview team includes, at a minimum, one female and one minority representative (the female and minority cannot be the same person), as well as subject matter expertise. He/she will ensure the labor official notified has a reasonable amount of time to provide a labor representative for the interview team (normally three to five days notice). The team chief will be responsible for briefing the team members of their responsibility to conduct themselves professionally during and after the interview process and to protect the confidentiality of information obtained throughout the interviews. The interview team chief will maintain positive control of all documentation prior to, during, and after the interview process. The team chief will be responsible for identification of a rating system to be used by the team and providing the team adequate pre-interview and post-interview preparation and analysis time. The interview team chief will schedule interviews and establish the game plan for the interview and evaluation process by the team. Interviews will be scheduled during normal technician duty hours unless circumstances warrant a coordinated exception. The interview team chief will conduct and coordinate the evaluation analysis and attempt to lead the team into reaching consensus on a selection recommendation and the ranking of the applicants. The interview team chief should ensure the top three applicants are ranked, as a minimum. The team chief will provide an analysis of the basis for the selection recommendation which will be included in the job package returned for action. The interview team chief should ensure all team members understand their responsibilities, as outlined below, including an understanding of the meaning of consensus.

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c. **Labor Representative.** The labor representative will participate in all aspects of the interview team process as a voting member. The role of the labor representative will be to ensure visibility of the selection process to validate that the process is a fair and equitable process in treatment of the bargaining unit.

d. **Interview Team Responsibilities.** All team members will participate in the pre-interview preparation, the interview process, and the post-interview evaluation and consensus determination. Team members will be responsible to read and understand the relevant HRO hiring policies identified in the selection package. Team members will ensure they understand the evaluation criteria and rating system prior to the interview process, and the team members will ensure they understand the consensus process. Team members will conduct themselves in a professional manner throughout all phases of the interview and evaluation process. Personal information regarding applicants must be treated as protected information and discussions within the interview team evaluation process will be treated as confidential. Team members should be prepared to provide formal feedback to applicants requesting feedback following the interviews; however, all feedback should be conducted as a team. Team members will be tasked to work together to reach consensus on a selection recommendation.

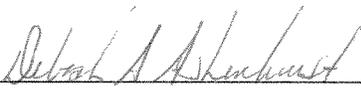
e. **Consensus Objective.** The interview team must strive to reach a consensus recommendation. Consensus by the team does not require every team member to have independently reached the same conclusion on ranking the applicants, nor does it require that every team member must be convinced to change their individual ranking analysis of individual applicants. Team members may arrive at varied individual ranking and combine the individual results to achieve a group result. The consensus step is a validation by all members of the team that the selection process was a fair and equitable process and the outcome is a reasonable outcome that is defensible and supportable. A team member who cannot reach consensus with the team will be obligated to explain to the team why he/she is unable to agree that the selection recommendation is fair and reasonable. If the team fails to reach consensus following discussion, a comprehensive analysis of the outcome will be provided to the selecting official to include the points of disagreement regarding the process and outcome.

f. **Management Responsibilities When Proposed Selection Differs from Selecting Official's Decision.** If another management official within the chain of command of the selecting official seeks to select an applicant contrary to the decision of the selecting official, that management official must first meet with the interview team and the local labor officer to explain why the recommendation is not satisfactory and attempt to reach consensus on the selection with the team. If consensus cannot be reached, the management official must submit a detailed justification for the non-consensus selection to the Director for Human Resources. The Director for Human Resources will coordinate with the President of the Labor organization for review. If the Director for Human Resources and the President of the Labor organization are unable to resolve this issue, the matter will be referred to the appropriate Partnership Executive Council (Army or Air) for resolution.

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g. Management Responsibilities When Proposed Non-selection of Applicants Certified for Interview Would Result in a Continued Vacant Position. If a selecting official, or another management official within the chain of command of the selecting official, seeks to non-select one or more applicants who have been certified for interview and that action would result in a continued vacant position, that official must submit a detailed justification for the non-selection decision(s), to include whether or not there was consensus on this decision with the interview team. This justification will be submitted to the Director for Human Resources. The Director for Human Resources will coordinate with the President of the Labor organization for review. If the Director for Human Resources and the President of the Labor organization are unable to resolve this issue, the matter will be referred to the appropriate Partnership Executive Committee (Army or Air) for resolution.

2. This memorandum establishes personnel policy of the Ohio National Guard and will be administered as a policy of The Adjutant General by the Human Resource Division. This policy will be effective for the period coinciding with the AFGE and Adjutant General's Department Collective Bargaining Agreement approved by the Department of Defense on 24 February 2011, unless specially rescinded or superseded.



DEBORAH A. ASHENHURST
Major General
The Adjutant General



(Date)



JEFFERY L. TANNER
President
AFGE Local 3970



(Date)